Performance Enhancement Commission
Interim Report to the Legislature

Co-Chairs

Charles Baker
Secretary
Administration & Finance

William Kilmartin
Comptroller
Office of the Comptroller

February 16, 1998

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Letter from the Chairmen

The Commonwealth Of Massachusetts

Performance Enhancement Commission

CHARLES D. BAKER
Secretary

Executive Office for
Administration And Finance
State House, Room 373
Boston, MA 02133

WILLIAM KILMARTIN
Comptroller

Office of the Comptroller
One Ashburton Place
Boston, MA 02108

February 16, 1998

The Honorable Stanley C. Rosenberg
The Honorable Paul R. Haley
The Honorable Marc R. Pacheco
The Honorable Geoffrey D. Hall
State House
Boston, MA 02133

Gentlemen:

Attached please find the interim report of the Massachusetts Performance Enhancement Commission (MPEC). As you know, the Commission was established by the Legislature under Section 224 of the Fiscal Year 1998 General Appropriations Act. It is pursuing ways to enhance performance and improve customer service at the Department of Environmental Management and the Department of Mental Retardation. The members of the Commission, as well as their occupations, are listed on page six of the interim report.

Unlike other "performance improvement" initiatives, which focus primarily on how the public sector can adjust its procedures and processes to enhance its performance, this Commission is concentrating, instead, on delivering improved products. The rationale for this approach is twofold:

- An improved customer service is better than an enhanced administrative procedure that may or may not lead to an improved customer service, and;
- Actually improving performance will cast light on ways in which administrative tasks and activities need to be changed to deliver a superior product elsewhere.

With this in mind, MPEC agreed to six principles to guide its actions, and then selected projects that provided the best opportunity to deliver on the identified principles. These principles include:

- **Importance**: Concentrate on fixing an identified problem, or identify a major opportunity to fix a problem and then fix it;

- **Execution**: Focus on projects that could be substantially implemented by June 1998 with concrete results;
- **External Focus**: Choose initiatives that offer a demonstrable benefit to the public;
- **Program Enhancement**: Be able to demonstrate an expanded or improved service at an equivalent or lower cost to taxpayers;
- **Creativity**: Choose innovative solutions and new approaches, not "back burner" projects with little or no relevence to the future;
- **Replicability**: Pick projects that could be copied and/or implemented in other state agencies using similar techniques.

Over the course of several weeks, a number of possible initiatives were reviewed and discussed. Some, which are listed in Section V of this report, were deemed important, but not appropriate for the Commission to pursue. In the end, the Commission selected five primary projects on which to focus. The projects place a strong emphasis on customer service. They are:

- On-line visitor center (DEM);
- Automated campground reservation system (DEM);
- Templeton Development Center joint land management project (DEM/DMR);
- Electronic benefits for family support services (DMR);
- Public awareness campaign to enhance and support employment opportunities for people with mental retardation (DMR).

This interim report includes the workplans developed by each project team under the Commission's guidance. Commission members have played an active role in defining the parameters of the projects and providing strategic guidance. They have also helped to leverage resources by providing advice on efficiency and providing links to outside organizations so that agencies don't have to "reinvent the wheel."

We note that transmittal of the report, incorporating workplans and budgets approved by the commission, also serves as our notification that the requirements have been met to activate the $200,000 appropriation line item 1100-1101 of the FY98 GAA.

The energy, enthusiasm and dedication of both public and private sector commission members has been a credit to the progress of the commission. With their continued efforts, MPEC will pursue the agenda of activity described in this report. We look forward to your reaction and guidance.

Sincerely,

Charles D. Baker
Secretary, EOAF

William Kilmartin
State Comptroller

II
Commission Membership

CHAIRMEN
Charles D. Baker, Secretary, Executive Office for Administration and Finance
William Kilmartin, Comptroller, Commonwealth of Massachusetts

PROGRAM COORDINATORS
Rosemarie Day, Assistant Secretary, Executive Office for Administration and Finance
Martin Benison, Deputy Comptroller, Office of the State Comptroller

GENERAL MEMBERS
Allan Cohen, Tax Practice Director, Arthur Andersen LLP
Christine H. McLaughlin, Supervisor of Service Coordinators, Department of Mental Retardation
Herman Leonard, Professor, Kennedy School of Government, Harvard University
Elizabeth Reiland, Principal, The Jacobson Group, Inc.
James Robinson, President, The Gideon Group, Inc.
Jane Wheeler, Principal Environmental Scientist, Camp Dresser & McKee
Lawrence T. Williams, Vice President, and CIO, National Mentor, Inc.

DEPARTMENT OF MENTAL RETARDATION
Paul Antonellis, Director of Consolidation
Rich Cahalane, Budget Analyst, Central Office
Julianne Dee, Caseworker, Monson Developmental Center
Diane Enochs, Regional Director, Central Region
Janet George, Assistant Commissioner for Policy, Planning & Children's Services
Mitch Henderson, Contract Specialist, Hogan Regional Center
Bill Hetherington, Assistant Commissioner for Management and Finance
Lisa Lawrence, Caseworker, Metro Region
Janina Millet, Director of Transportation, Western Region
Jack Riley, Facility Director, Dever Developmental Center
Bob Trombly, Director of MIS

Ex-Officio
Gerry Morrissey, Commissioner, Department of Mental Retardation

DEPARTMENT OF ENVIRONMENTAL MANAGEMENT
Stephen Blinn, Construction Coordinator, Division of Resource Conservation
Claire D'Angelo, Fiscal Administrative Assistant, Division of Forests and Parks
Ray Faucher, Supervisor, Great Brook Farm State Park and City Square Park
Susan Frechette, Chief of Staff / Deputy Commissioner of Administration
Todd Frederick, Director of Forests and Parks
Jonathan Geer, MIS Director
David Mahr, Assistant to the Chief of Staff, Department of Environmental Management
Robert Samuels, Personnel Analyst, Division of Administration
Ron Washburn, Counsel I, Legal Office
Gail Yeo, Director of Project Management, Division of Resource Conservation

Ex-Officio
Peter Webber, Commissioner, Department of Environmental Management
Administrative Support - Jennifer Frauson

III

Executive Summary

EXECUTIVE SUMMARY

The Massachusetts Performance Enhancement Commission selected five primary projects to work on with the two designated agencies: the Department of Mental Retardation (DMR) and the Department of Environmental Management (DEM). Projects were selected based on meeting the following principles: importance, execution potential, external focus, program enhancement, creativity, and replicability.

Below is a summary of the five primary projects and a list of the projects that were not selected but were referred for independent action.

I. ON-LINE VISITOR CENTER

Need for Performance Improvement:

- DEM's current public communication methods need improvement. The public is unable to obtain information about all of DEM's facilities and programs in an updated and customized way.

- DEM has begun to use its Web site but has not fully tapped the potential of this resource.

Proposed Solution:

- Enhance the current DEM Web site by: implementing a search engine (so that customers can find key areas they are interested in), adding more facilities and program information, developing a visitor center "look and feel" to the site, and standardizing the information gathered at the facility level.

Progress to Date:

- Customer surveys regarding usage of the current Website are being reviewed to incorporate key ideas into the Website improvements.

- DEM staff are being trained to use the new Website and related technology.

- Resources are being aligned to support the project, including increasing the staff time allocated to the Web site, and identifying current information technology funds to support technology purchases.

- Improvements are scheduled to be completed by June, 1998.

II. CAMPGROUND RESERVATION AND REGISTRATION SYSTEM

Need for Performance Improvement:

- Campground reservations can only be made at 11 of the 35 campgrounds across the state. These reservation systems get overloaded with phone calls during regular business hours.

- The current campground reservation system could provide improved customer service by being more flexible, i.e. allowing customers to change their reservations, or make reservations at multiple facilities at the same time.

- The current reservation system does not accept credit card payments.

- Information from a reservation system could be used to provide better customer service.

Proposed Solution:

- Create a real-time, on-line centralized campground reservation center that responds to phone calls and Internet inquiries. The center would accept credit card payments.

- Use data from the automated system to provide management information that will improve customer service.

Progress to Date:

- DEM has analyzed available systems and determined that outsourcing the reservation system makes the most sense. DEM is currently developing a Request for Responses for a vendor to provide the system.

- DEM has researched the idea of funding the system through reservation and usage fees and has found precedent for this idea in other states and the federal government.

- DEM has set a goal of implementing a new self-funded reservation system by the 1999 camping season.

III. TEMPLETON LAND MANAGEMENT

Need for Performance Improvement:

- Templeton Development Center, a DMR facility, currently utilizes less than 25% of its 2,600 acres. The remaining acres are close to several sites that are managed by

DEM. There is an opportunity for the state to improve the use of the underutilized acres in a way that involves DMR clients.

Proposed Solution:

- Develop a land management plan that enhances the use of the Templeton facility for Templeton residents and other citizens. Include participation opportunities for DMR clients.

Progress to Date:

- DEM and DMR have been working collaboratively to design a joint land management plan that will include opening a public trail by June, 1998.
- DEM and DMR are creating opportunities for DMR clients to participate in the construction and usage of the trails.
- DEM is initiating the appropriate land and title surveys.

IV. EMPLOYMENT SUPPORTS/ PUBLIC SERVICE ANNOUNCEMENTS

Need for Performance Improvement:

- Traditional employment placement services have not yielded enough placements. 1800 DMR clients are still being served in sheltered workshops.
- A major employment barrier for DMR clients is the continuing perception by businesses that individuals with disabilities are not capable of being productive workers.

Proposed Solution:

- Implement a series of public service announcements (PSAs) designed to change perceptions about individuals with mental retardation.
- Follow up the PSAs with a direct job placement program that provides money directly to businesses who agree to hire and train individuals with mental retardation.

Progress to Date:

- Focus group data has been obtained to hone the public service announcement message.

- Contacts have been initiated with advertising firms for pro-bono assistance.

- DMR is reviewing apprenticeship and mentorship program models.

V. FAMILY SUPPORT INITIATIVE

Need for Performance Improvement:

- In replacing traditional facility-based respite care with direct family supports, DMR has not yet provided full consumer choice to families in purchasing their supports. Traditional providers continue to serve as the intermediary for families.

- Families need a direct and convenient way to access family support stipends.

Proposed Solution:

- Assess the feasibility of using Electronic Benefits Transfer (EBT) card technology to provide support stipends to DMR families.

Progress to Date:

- DMR has developed a process model to diagram the proposed change.

- DMR has begun marketing the idea to DMR staff and families.

- DMR is conducting a survey of DMR families and is communicating the idea to DMR providers.

- DMR plans to initiate electronic benefits transfer for family supports on a pilot basis in FY99. If that program is a success, families of DMR clients statewide could enjoy the improved services by FY00.

The following projects were referred for independent action:

- Small Purchase Credit Cards (*Comptroller*)
- Paperless Payroll Project (*Comptroller*)
- C.O.R.E. Initiative (*Department of Environmental Management*)
- Health Care Support Inititative (Executive Office for Administration and Finance)
- Parking Reimbursement for client transportation (Human Resources Division)
- Ready payment and EDI *(Department of Mental Retardation, Comptroller*)

IV

Selected Projects

Introduction

The Massachusetts Performance Enhancement Commission convened on September 26, 1997. Members from outside of state government ("general members") and inside state government ("agency members") met to discuss performance improvement objectives for the two designated agencies, the Department of Environmental Management (DEM) and the Department of Mental Retardation (DMR).

Agency members then designed proposals for enhancement initiatives within their agencies and presented them to the Commission at the October 24th meeting. The Commission considered thirteen projects. General members selected official projects on the basis of the following criteria:

- Projects should be "doable"; they should have the potential to be implemented or significantly completed by the deadline of June, 1998
- Value of services to the public should be significantly improved and/or the cost of services should be reduced
- Projects should serve the respective agency's mission
- Projects should have relevant applications useful to other agencies of state government beyond DEM or DMR
- Projects should be chosen to maximize the contributions of the General Commission Members in their conception and execution
- They ought to be innovative projects that would not happen without the input or support of the Commission
- The Commission should pursue no more than five primary projects in order to devote adequate staff time to the success of selected projects.

From the field of thirteen proposals, the Commission chose six as the most appropriate for the further work of the Commission. The Commission also agreed that two of the selected projects should be consolidated to one because their subjects were related. The five final projects selected by the Commission were:

- DEM Virtual Visitor Center
- DEM Electronic Campground Reservation Service
- DEM Templeton/Land Management
- DMR Public Awareness/Employment (originated as two separate projects, combined into one joint project during selection process)
- DMR Family Supports/Electronic Benefits Transfer.

The Commissioners of DEM and DMR assigned project drivers from their agencies for each of the selected projects. General members of the Commission selected the projects they most wanted to work on. Agency members also joined teams.

Individual project teams were asked to submit workplans documenting the initial problem, the definition and scope of the project, the goals of the project, plans for execution with a timeline, a project budget, and a Gantt chart. These workplans were presented to the full Commission in the meeting held December 12. A completed workplan for each performance enhancement initiative can be found in this report beginning on page 15.

The seven proposals not selected as performance enhancement projects were referred to other agencies for further action. Two of the proposals were similar enough to combine into one, making a total of six delegated projects. A summary of the status of these delegated projects can be found on page 54.

The Commission considered budget proposals presented in the workplans of the five project teams and determined an allocation of the funds appropriated for the Commission in Section 224 of the FY98 General Appropriations Act. An accounting of the Massachusetts Performance Enhancement Program funds is given on page 61.

In the coming months, the Commission will continue to meet for updates on the status of the five active and six delegated projects. The Commission will conclude by measuring improved performance and determining the lessons learned from each project.

On-line Visitor Center

I. Introduction

The DEM On-line Visitor Center (OVC) will be an enhanced World Wide Web site giving DEM's customers access to information about the services provided by the Department. More than just an improved Internet and Intranet site, the On-line Visitor Center is a network-based information system linking the information needs of the Department's external customers and its internal information needs with available technology. This attractive, interactive, and informative website will be a critical tool for publicizing and promoting DEM activities, events, programs, services, and technical knowledge of resource conservation. The goal is to achieve a system that allows the Department to manage its information gathering and disseminating activities at the highest level of effectiveness. The process used to create this technology and the systems that result from it will also forge a new path for DEM to follow when communicating with its customers.

As DEM makes plans for this innovative project it has become clear that the Department needs to upgrade and maintain its information technology (IT) infrastructure at existing industry standards for technology in total, not just to meet the needs of the On-line Visitors Center (OVC) and a Campground Reservation and Registration System (CRRS). We should strive for a system that can support the myriad of future projects as innovative as OVC and CRRS. To do this DEM should find partners whose purpose is to identify, create, and maintain DEM's IT infrastructure at the existing industry standard. By obtaining the best technology services and support available, rather than just today's hardware and software, DEM can offset the cost of the partnership by linking the Department's unique assets with the needs of an appropriate technology company; an innovative way to meet our IT infrastructure needs.

II. Statement of Business Problem and Initial Conditions

The Department of Environmental Management oversees a diverse array of properties, facilities, and areas which offer an amazing variety of activities for visitors. The Department also provides a wide variety of technical assistance programs for resource conservation at the municipal and regional level. An ever-present challenge the Department faces is informing the public of the opportunities available to them and providing a source for the public to access information on an on-going and customized basis. Currently the Department uses dozens of brochures, maps, and local signage to provide the public information. These do not meet all the public's information needs because they do not cover all facilities or programs, they cannot be quickly or easily updated, they are not easily distributed, and they do not link various programs and aspects of the Department together in ways customers often desire. The Department also incorporates a web site into its current public information strategy. This more effectively links DEM activities, is easily updatable, distributes information over a far-reaching

medium, and allows for some direct transactions, such as brochure requests, but it currently has many limitations. The Department is now at a point where it must build upon its current information strategy and resources by creating the On-line Visitor Center.

The Department currently employs one half-time employee to manage its website, including coding information and pictures to input on the site and creating links within the site. The focus of the web site is the Department's forests and parks system. Information for the site is taken from existing brochures or program guides, or is written by facility or program managers. There is no adaptation of information made specifically for the site at this time. The Department is continually updating its website and links are added as new information becomes available. The public has responded well to the site, as seen by a high rate of visitorship. The current web site has been independently evaluated as among the best state forest and parks sites in the country. Over the last 12 months there have been an average of 13,531 "hits" on the site each month with a peak month of 18,000 in July 1997.

The Department is seeking to address the internal information aspects of the system through a program called the Facility Based Information System (FBIS). This project seeks to address internal information gathering methods and systems and was identified as a priority by Senior Staff in the recently developed DEM Strategic Information Technology (IT) Plan. It is expected that information will be shared internally using shared databases, spreadsheets, and other reporting mechanisms, including an Intranet. The planning work already done on the FBIS will be integrated into the work being done on the OVC and represents a considerable amount of information and know-how available for the OVC.

III. Status of Progress to Date

The On-line Visitor Center will be defined by four major features or functions that will be added to the current site by June 30, 1998.

- A search engine will allow the user to access information by key word, subject, or activity. This is a vast improvement over the current system which requires the user to access information on a park by park basis only. In combination with the search engine, more business transactions, including the ability to make campsite reservations, apply for grants, and e-mail staff directly, will be added to the site.
- Increased depth and breadth of information, achieved by adding more facilities, activities, and programs, with a greater level of detail on each, and with a customer oriented organization, will improve the "usability" of the site.
- The On-line Visitor Center will have a look vastly different from any other site nation-wide, including the current Massachusetts site. It will be designed as a real visitor center, where a visitor can "walk" up to the front door, "browse" the

information on the "brochure rack," use the map on the wall to find information by region or town, or have a "conversation" with the friendly ranger who is ready to search for any information the visitor needs.

- The On-line Visitor Center project will be used to pilot the FBIS. The focus of this system is to have data input by facility staff (closest to the source of the information) on an Intranet. DEM staff at the facility, region, or central office levels can run information reports from the Intranet and the appropriate Intranet information will be posted on the On-line Visitor Center for public access. This Intranet system will allow the agency to begin to streamline and standardize its information gathering and reporting systems and provide the public with consistent and up-to-date information.

Input from every sector of the Department will be necessary during the creation and implementation of the On-line Visitor Center, and in order to maintain the service into the future. Though the activities involved, such as information gathering and expanding technology, are already being done as routine activities, the On-line Visitor Center changes the mechanism through which information is collected and disseminated. It also changes the way DEM will view its customer information needs. Because of this, the project will affect every facility and function of the Department.

It also has the potential to reach thousands of customers both directly and indirectly each year. It is expected that the current rate of direct Internet visitors will be at least maintained, and likely to increase, when the OVC goes on-line. Given that there are between 12 and 14 million visits made to our facilities, the Department recognizes that the Internet, no matter how effective or attractive, will directly reach a relatively small fraction of these visitors. However, it is intended that customers who do not use the site itself will directly benefit from it because it will serve as an information source for staff answering their questions, whether received by phone or in person. Therefore, the end user of the On-line Visitor Center is not only the on-line user, but is potentially all DEM's customers. Ultimately, the impact and scope of the project is extremely wide.

There are three areas that together comprise the scope of this project: technology, information, and customer needs. In terms of technology, DEM must provide both office and remote field staff with access to the necessary technology to contribute information to and access information from the OVC and Intranet site. The Department has chosen to increase the depth and breadth of its statewide technology infrastructure to the greatest extent possible in order to provide access to the OVC and Intranet site to as many staff as possible.

Information also poses issues with setting the scope of the project. Currently, DEM has much more information to post on its site than is now posted. There is also much more information on facilities and programs not yet even under consideration for posting. In order to achieve a completed OVC by May 15, 1998, however, DEM will limit the scope of the information to be included on the website to information related to the state forests and parks system. The On-line Visitor Center will serve as a platform for future

information, however, and DEM expects to continually add information in greater depth and breadth to the site.

Finally, meeting the customer's information needs is central to this initiative. Determining just what those needs are is an important step to creating an effective website. However, in the time allowed, DEM does not expect that it can adequately gauge customer needs in time to incorporate them into a finished project. Therefore, the scope of the project is based on DEM's current knowledge of customer needs. Plans are already underway for the Department to undertake a broad survey of customer opinion and demands. To further improve the site, these findings and others collected from on-line surveys will be integrated into the On-line Visitor Center in the future.

There are a number of barriers which must be overcome in order to complete this project within the desired time frame. These include a search engine, the current state of DEM's technology, staff resources, and staff training.

Currently, all Internet access is "hosted" by the Commonwealth's Information Technology Division (ITD). DEM has requested a search engine similar to that used by the Department of Revenue and the Registry of Motor Vehicles. A search engine is central to an effective On-line Visitor Center and could come to the Department at little or no cost. This request is currently under review by ITD.

DEM's current technology must be updated and improved for this project. For the Internet and Intranet aspects of the project to work, field facilities must have access to PCs that can accept the data in a format for posting to the websites. In addition, field facilities must connect to the websites through network resources in order to better inform their visitors and to be better informed themselves. Currently, facilities are connected through dial-in technology that does not provide fast and reliable access to the Commonwealth WAN or the Internet/Intranet.

Next, without additional staff resources, the department will not be able to develop and maintain many of the On-line Visitor Center's features or functions. Therefore, authorization for filling identified positions is necessary. It is critical that the full-time web master be in place as soon as possible, an information writer be hired, and, based on the Intranet pilot evaluation, an Intranet Coordinator be hired to oversee system-wide Intranet implementation.

Finally, once all facilities and the network meet the requirements of the OVC system, any personnel entering or retrieving data must be trained properly. Although the information DEM seeks to place on the site is the same information currently gathered, a network based, rather than paper based, system requires significant training. This entails securing the financial resources for training and holding training at times that do not interfere with normal duties. Without training, the resources collected for the OVC could not be used by internal staff and could not be shared with the external customer who does not have

Internet access. This training must also be integrated with the training for Windows based applications already underway.

Significant progress has been made in this project to overcome these barriers:

- Work has begun to expand the half-time webmaster position to full-time.
- Negotiations have started with ITD on a search engine for the OVC.
- A survey for users of our existing website is on-line and responses are being reviewed.
- The mechanism for requesting and receiving IT Bond II funds through ITD has been identified (an Investment Brief) and work will begin during this project to prepare this Brief in order to request funds in FY99. DEM will work with the Executive Office of Environmental Affairs (EOEA), EOAF, and ITD on IT Bond II as a source of funding.
- A draft project scope for the Intranet pilot project has been developed, a contractor identified to help with pilot implementation, and a DEM planning group will be established by mid-February to guide the pilot project. PEC funding is recommended to fund this pilot initiative in FY98. FY99 Intranet implementation will require additional funding, potentially through IT Bond II.
- Discussions with EOEA have begun on options for a remote access solution for DEM park and field offices to access the Internet/Intranet and Commonwealth WAN. Remote access options will be tested and the solution will be fully implemented in FY99, again through a request for IT Bond II funds.
- PCs at parks/field offices are being upgraded to minimum Windows (3.11) hardware/software standards using existing funds and MIS staff. Windows training has been scheduled for staff with the first training beginning in early February. New Windows (95/NT) equipment and software will be requested in FY99 out of IT Bond II funding.

IV. Measures of Success

The creation of the On-line Visitor Center represents a significant improvement in the ability of the Department to provide useful information to both its external customers and its internal users in a friendly and flexible format. It will allow all users to tailor the information to their needs, it will allow the Department to highlight connections between facilities, programs and events with creative links; and it will allow for management decisions to be based on standardized information. To ensure the Department realizes these and other benefits of the On-line Visitor Center, the measures outlined below will be used.

The system will be considered successful based on the following measures of customer satisfaction:

- Increased ease of use;
- Increased facility and program information available on-line;
- A wider distribution of visitorship across all DEM facilities;

- A decrease in the number of attempts needed to obtain information.

The system will be considered successful based on the following measures of internal user satisfaction:

- Greater level of information sharing between facilities, offices, managers, and staff within the Department;
- Increased responsiveness to external requests for information;
- A reduction in the number of requests for basic information.

To gauge the success of the OVC, DEM will compare the number of "hits" to the new OVC as compared to the old website. Also, customer satisfaction will be measured directly by using on-line surveys. DEM will also employ internal surveys and form internal focus groups to assess the effectiveness of the system and to suggest changes.

The Return-on-Investment is difficult to define for this project because the value of a more effective internal and external communications system is not easily measured in terms of dollars. However, the Department will ensure that all investments of time and money lead to only the most effective use of the system.

V. Next Steps

The next steps in this project include:

- Choosing the additional information that will be included on the OVC, establishing guidelines for format, and making assignments for writing of the text.
- Determining the "look" of the OVC, with emphasis on a customer friendly and attractive website.
- Entering written information into the OVC.
- Developing and implementing a marketing plan for the OVC to our customers. This could include brochures/flyers at parks, advertising the website, etc.
- Evaluating the Intranet pilot and, if successful, developing a plan for implementation statewide.
- Providing a mock-up of the OVC and receiving review and comments from agency staff, other agencies, and selected customers.
- Providing training on the use of the OVC for key staff (receptionists, etc.) in FY98 and the remainder of staff in FY99.
- Launching the completed OVC by May 15, 1998 including press, promotions, and "ribbon-cutting".
- Establishing improved network connections to parks and field offices, building on the Intranet pilot project experience.
- Hiring an Intranet Coordinator to manage the Intranet site.
- Hiring an Information Writer to continue to oversee information gathering and writing for the OVC.

VI. Budget

In order to complete this project the Department will work to address the eight budget items listed below with their associated costs.

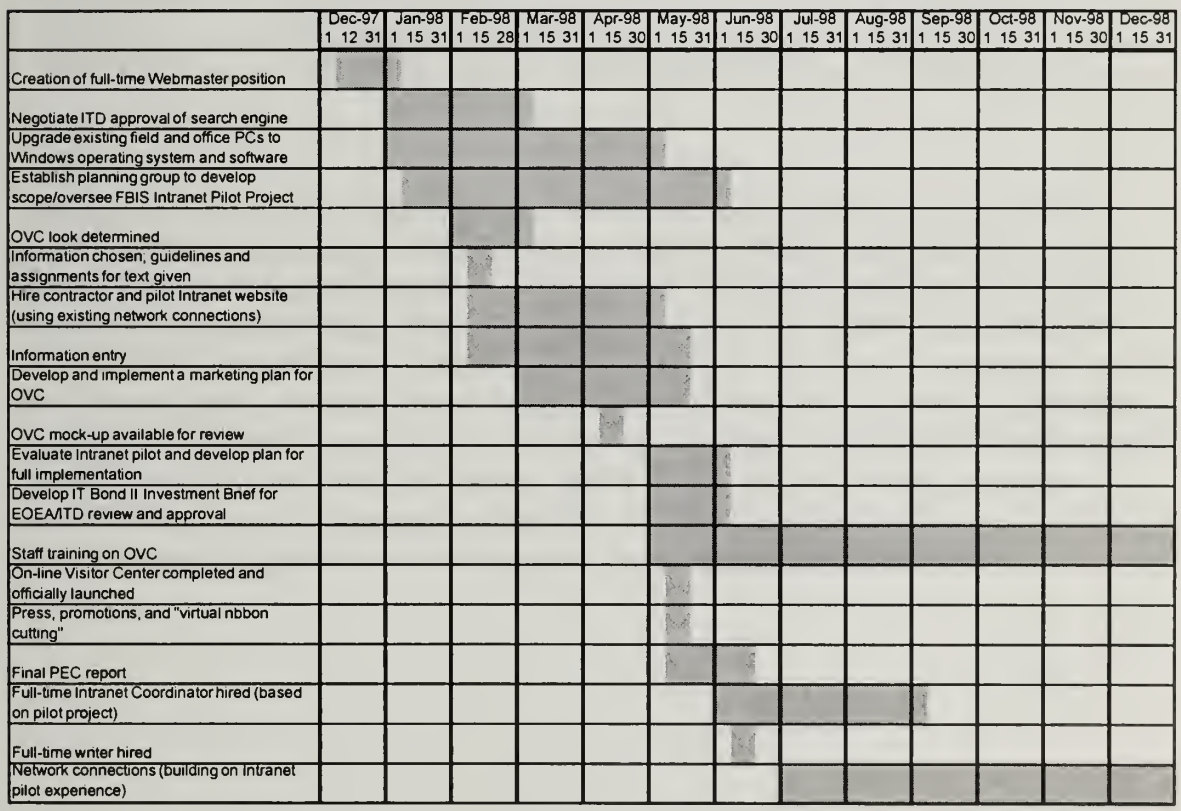
1. A full-time webmaster position from the current half-time position in FY98 to enter information in the proper format and oversee the web site in general. This person will continue to report to the Director of Public Information.
2. One full-time employee to be hired before FY99 as an information writer to coordinate the process of gathering and writing information for posting on the website. This person will also report to the Director of Public Information.
3. One full-time employee to manage and further develop the Intranet site beginning in FY99. This person will report to the MIS Director.
4. Outside consultant services to assist in the development and installation of an effective Intranet system. There are vendors on a state-wide Master Service Agreement that can perform this service. The cost estimate from DEM's current IT consultant is $25,000. PEC funding is recommended for this item.
5. Training field and central staff in FY99 at higher level of operating system and applications needed to run programs as well as training on data input and retrieval on the Intranet system. The cost of $40,000 is derived from a cost estimate of one day of training at $100 for 40 training days for 100 DEM staff.
6. Purchasing Internet and Intranet enabled machines in FY99 with network connections to be placed in DEM field facilities and offices (30 similar machines will be provided for those facilities on the Campground Reservation and Registration System by the reservation vendor). The cost of $245,000 is derived from a cost of $3,500 per PC at 70 facilities and offices. This cost includes one PC, one printer, software, and associated installation labor.
7. Network connection of field facilities in FY99 to Internet and Intranet through modems and Internet Service Providers or use of Commonwealth WAN resources. This includes replacing existing dial-in technology with updated remote network access. Cost of $35,000 estimated from monthly cost for Internet Service Provider of $10 per month at 70 facilities ($8,400), modems for each site ($14,000), and additional telephone lines and other remote access costs ($12,600).
8. Designing and printing 100,000 flyers in FY98 to hand-out to 1998 recreation season visitors. Cost of $5,000 based on printing and distribution cost estimates of $.05 per copy. PEC funding recommended for this item.

The following budget itemizes the above resources and indicates whether or not the cost is a short-term (FY98) cost, or a long-term (FY99 and beyond) cost. The chart below assumes (1) all FY98 costs will be covered through existing Department or PEC funding,

(2) FY99 costs for equipment, network connections, etc. be requested through IT Bond II funding, and (3) FY99 staff and training funds will be provided through DEM's operating budget.

	Resource	Short-term Funding (FY98)	Long-term Funding (FY99 and beyond)
1	1/2 FTE: Webmaster	FY98- $8,000 (approximate)	Annual-$30,000 (approximate)
2	1 FTE: Writer	N/A	Annual-$32,000 (approximate)
3	1 FTE: Intranet Coord.	N/A	Annual-$35,000 (approximate)
4	Consultant services	$25,000 (PEC)	N/A
5	Training	N/A	$40,000
6	Windows 95/NT PC's, etc.	N/A	$245,000
7	Network connections	N/A	$35,000
8	Promotion costs	$5,000 (PEC)	N/A
	TOTAL	**$38,892**	**$417,000**

VII. Gantt Chart



VIII. List of Team Members

The following is a list of DEM staff, Commission members, and outside resource individuals who will play an important role in completing this project. Their time and the opportunity cost of diverting them from their normal roles and duties represent a significant in-kind contribution to this project.

Participant	Department/Title	Role
Jon Geer	DEM MIS Director	Project Leader
Susan Frechette	DEM Chief of Staff	Commission Member
David Mahr	DEM Assistant to Chief of Staff	Commission Member
Claire D'Angelo	DEM Fiscal Administrative Assistant	Commission Member
Robert Samuels	DEM Personnel Analyst	Commission Member
Todd Frederick	Director, DEM Forests and Parks	Commission Member
Dutch Leonard	Professor, Harvard JFK School of Government	General Member
Larry Williams	Vice President and CIO, National Mentors Ins.	General Member
Marty Benison	OSC Deputy Comptroller	Commission Oversight
Mike Ridge	DEM MIS Senior Business Analyst	Department Member
Susan Hamilton	DEM Public Information Director	Department Member
Andy Jones	DEM Webmaster	Department Member
Ken Foley	DEM Forests and Parks Operations	Department Member
Gary Briere	DEM Chief of Recreation	Department Member
Andrea Lukens	DEM Division of Resource Conservation	Department Member
Stan Burrows	EOEA Chief Information Officer	Outside Resource
Dan Greenwood	ITD Deputy Counsel	Outside Resource
Sarah Bourne	ITD, Internet Services Group	Outside Resource
Louis Gutierrez	ITD Director, Comm. Chief Information Officer	Outside Resource

The final On-line Visitor Center product, and the methods used to achieve it will be greatly enhanced by the input and direction provided by PEC General Members. It's expected that their expertise in the area of project development, customer needs, public service provision, marketing, and technology integration will allow the Department to achieve results above what the Department could achieve on its own. Integrating the On-line Visitor Center with the Campsite Reservation and Registration system, if possible and effective, creates a major role for the General Members. The General Members, and the co-Chairs, will also be called upon to aid the Department in securing necessary resources from other government entities. Finally, these members will serve a valuable role by representing the customer throughout the development of the OVC.

Campground Reservation and Registration System

I. Introduction

The Department of Environmental Management (DEM) provides over 3,264 public campsites in 29 camping areas across the state. 913,943 campers visited these campgrounds and generated $1,847,853.92 in revenue for the Commonwealth in fiscal year 1997. In 1993 DEM installed a stand alone computerized application called *CAMPING II* at 11 of its more popular campgrounds in an effort to provide better service to the camping customer by allowing, for the first time, campers to reserve campsites instead of waiting for them on a first-come/first-served basis. The *CAMPING II* application provides the campers the ability to call any one of the 11 equipped campgrounds six months in advance to make a reservation for a specific campsite and a specified period. These 11 campgrounds have 1,893 (58%) of the total 3,264 campsites available through the Department. Of these 1,893 campsites, 60% can be reserved; the other 40% are available on a first-come/first-served basis.

The *CAMPING II* system was a successful pilot reservation project. The customer response has been very positive and DEM wants to accept reservations at its other campgrounds. The Department has initiated a project to build on this experience and expand and enhance its campground reservation system. Upgrading the reservation system was identified as a high priority for DEM Senior Staff in the recently developed DEM Strategic Information Technology (IT) Plan. An internal planning group has been established to assess customer needs and Department capabilities and to make recommendations on a future system. DEM has chosen to pursue an outside vendor to host the reservation system for DEM and institute a reservation service charge for making a reservation to finance the system. The Department will solicit proposals from vendors through the Commonwealth's Request For Response (RFR) process. The RFR will be the vehicle for determining the exact nature of the system components and services. This workplan describes the steps we will undertake and some of the assumptions about the system and program we intend to implement. The RFR process and discussions with the chosen vendor will define the final product.

The involvement of the Performance Enhancement Commission will provide an important external perspective and add resources to the project. This project will also be enhanced through its link with the On-line Visitors Center (OVC).

II. Statement of Business Problem and Initial Conditions

The existing *CAMPING II* software system and its deployment by DEM limits the services and scope of what the Department can offer the camping customer. Each reservation made by a camper must be made by calling a specific campground. The camper must make additional phone calls if they wish to make reservations in other campgrounds across the state. DEM seeks to streamline the current method of making reservations by providing the camper the ability to call a single phone number to make

either single or multiple camping reservations, make a reservation through the Internet, or call or visit a state campground to make a reservation.

A 1995 "Camping Consumer Attitude Survey" indicated that 84% of DEM campers considered the 'ability to reserve sites in advance' to be *very important.* With this in mind, DEM has plans to bring the other Department campgrounds into the campsite reservation program for the 1999 camping season. But *CAMPING II* only runs within the 11 facilities that have the software, hardware, telephone system, and network structure required to run the application. Also, *CAMPING II* is a DOS based application and it is not being supported by the original vendor. It needs to be replaced by a technically superior Windows application that will provide additional functionality for DEM business needs and for the camping community. *CAMPING II* is also not year 2000 compliant.

The Department does not have the capability to accept credit card payments so personal checks are sent via the mail to make payment and confirm the reservation. This is an inconvenience for the customer and increases the administrative overhead of managing the reservation program.

In addition, the phone systems at the 11 campgrounds are insufficient to handle the volume of calls made during the reservation "window" and DEM campground staff are not always available to take the customer's calls. This results in "busy outs" or customers leaving messages and causes customer frustration.

The Department wants to be able to collect information on all its camping customers, registering not only those who make reservations but also those who visit the campgrounds on first-come/first-served basis. This registration requirement needs to be a function of DEM's campground system.

All these current issues need to be addressed by a new Campground Reservation and Registration System (CRRS). It has been determined that the required business modifications to the existing *CAMPING II* application were so extensive that a replacement application was needed. The new system must provide a high level of service to our customers and effective reservation management and reporting capabilities to the Department.

III. Status of Progress to Date

The goal of this project is to provide the camping public with the ability to make a single phone call to a real-time, on-line centralized reservation center to make reservations for any of DEM's reservable campsites. It is also desired for the public to make a reservation via the Internet, through a link between DEM's On-line Visitors Center and a campground reservation web site hosted by DEM's reservation system vendor. The public should also be able to make a reservation by visiting the campground directly,

especially in cases where the customer needs very detailed local information about the campground that is beyond the scope of the campground data maintained by the central reservation center.

In order to accomplish this, the software application must be able to provide the following functions/features:

- Make campsite reservations using a single 1-800 phone number, the Internet, or calls or visits to campgrounds.
- Track multiple reservations made by a group.
- Upgrade or downgrade a reservation or cancel or reschedule a reservation.
- Accept different methods of payment, including credit cards.
- Provide different types of restrictions for different methods of payment.
- Collect appropriate customer information, for reserved and non-reserved sites.
- Calculate usage fees based upon rates, type of site, day of week, or other fee structure.
- Pass on a non-refundable reservation service charge to the camper.
- Accommodate discount programs.
- Apply appropriate taxes to reservation and non-reservation products.
- Provide data security features.
- Provide standard reports for various DEM ad hoc queries, business statistics and financial reporting.
- Allow for and track modification, cancellation, voiding, and transfers of reservations with precise security safeguards to ensure functionality to authorized personnel.
- Provide a communications process between a centrally located reservation center and the remote campgrounds so information can be transferred from the centrally located reservation center to the remote campgrounds and vice versa.
- The vendor may supply hardware, software, and network communications equipment at the central office and remote campgrounds.

A Planning Group of DEM staff, with years of *CAMPING II* experience, was assembled by Todd Frederick, Director of Forest and Parks, and the Forest and Park Regional Directors to work on the replacement of *CAMPING II*. This group has the role of determining what functionality is required to enhance the old application. Meetings to discuss system specifications have been held and multiple vendor demonstrations of campground reservation and registration systems have been reviewed.

The work of the Planning Group and management review has lead DEM to the following assumptions, direction, and actions with regard to a future campground reservation and registration system.

- DEM should plan for implementation of a new CRRS system for the 1999 camping season since reservations are already being accepted through the *CAMPING II*

system for the 1998 season. DEM needs to use 1998 to install and test the new system and to notify customers. The new system needs to be in place by November, 1998 to accept reservations six months in advance of the 1999 camping season.

- A centralized reservation center for state campground reservations and a well developed and tested Windows campground reservation and registration software application are required to provide the desired level of customer service and management oversight by DEM.

- DEM is looking to outsource both the central reservation center and provision of the campground reservation software to a vendor. An in-house campground reservation center was deemed too expensive due to the number of personnel required to run the center. The staffing of an in-house center during off peak and peak hours would not be cost effective and would not be an effective use of personnel. Creating the reservation software application in-house is far too complex to be completed with the next 13 months in time for the 1999 camping season.

- There are vendors who specialize in hosting campground reservation call centers and systems. Contracting out the reservation center/service to an outside vendor in "the business" is the desirable service and economic option for DEM. DEM should not look to recreate and host a service that is effectively and economically provided by outside vendors. Outsourcing also creates the best opportunity for customers to pay for reservations with credit cards.

- DEM does not currently have the necessary hardware, software, and high speed network capabilities at its campgrounds to link with a central reservation center. We are assuming that the vendor will supply the equipment and network connections versus DEM providing the above. If this assumption is proven wrong, DEM will need a source of funding for equipment and network connections.

- A reservation service charge (per reservation) is an appropriate means to finance the vendor operation of a statewide CRRS including the central reservation center; the required software, hardware, and network connections at the center and at DEM campgrounds; training of DEM staff; and round the clock support of the system. This is the method used by other states and the Federal government to provide high quality service to the camping public and pass the cost of the service on to those who are directly using it. EOAF has expressed support for a reservation service charge to fund the CRRS.

- The are no known vendors on the existing Commonwealth Master Service Agreement that provide reservation software or have an existing campground reservation application. The Department will pursue a RFR to the vendor community. The RFR process (development of the RFR and vendor response) will determine many of the other requirements and the final product of the future CRRS for DEM. DEM has

established a Procurement Management Team (PMT) for the RFR and is in the process of developing the RFR, with a target date of March 1, 1998 for advertising to the vendor community.

IV. Measures of Success

The CRRS represents a significant enhancement of DEM's current reservation system aimed directly at improving customer service for the camping public. During the course of the project, all campgrounds in the system will be included, rather than only a few. It will provide convenient access to the system through a 1-800 number and the Internet and allow campers to make informed decisions based on information about many, not just one campground. Lastly, it will reduce staff time currently dedicated to reservation activities. The system will also provide direct benefit to the Department itself by improving the quality of information on the camping program including occupancy rates, length of stay, customer information, and revenue. It is also expected that by bringing more campgrounds into the reservation system and by providing information to the customer on alternative areas, visitorship will rise, thus increasing revenue from camping.

The system will be considered successful based on the following measures of customer satisfaction:

- Reduction of calls to make reservations at multiple campgrounds
- Ease of payment for reservation
- Reduction in the amount of time it takes for the customer to make reservation
- Increased access to information that is useful for planning camping or other visits to facilities
- Increased ease of checking in and out of campgrounds
- Increased flexibility of system to make adjustments to customer reservations
- Increased flexibility of system to meet changing demands of customers over time
- Increased level of satisfaction with entire camping experience.

The system will be considered successful based on the following measures of internal user satisfaction:

- High quality and adequate amount of application training
- High quality on-going vendor support of system
- Reduction in errors
- Increase in the amount, quality, and capabilities of system to provide relevant reports
- More accurate and comprehensive tracking of camping revenue
- Increased ability to share information with Regional and Central offices
- Increase in ease of use over the existing system, *Camping II*
- Overall improvement in the campground's ability to provide a quality recreation experience

DEM will measure the success of the system using external customer and internal user surveys as the primary means of assessment. To support the surveys, external and internal focus groups will be gathered to provide additional feedback on the system.

Finally, because this system is very new to the Department, few benchmark measures exist for comparison, so during the first season of operation DEM will also take regular performance measurements of the system to use as comparisons for future seasons. Where they exist, DEM will measure the new system against the results measures gathered under the *Camping II* system.

It should be noted that while the above measures will give the Department an accurate assessment of the return-on-investment gains achieved by the system, DEM will keep the value of the system to the customer, in terms of the service fee charged, in mind as the critical measure of success. A system that is not the best value to the customer is not the best value to the Commonwealth.

V. Next Steps

The next steps for this project are:

- Complete RFR for vendor response and post on COMM-PASS by 3/1/98.
- Receive vendor RFR responses by 4/1/98.
- Evaluate RFR responses and select vendor by 5/1/98.
- Establish contract with vendor by 6/1/98.
- Develop, tailor, and implement CRRS with vendor from 6/1/98 - 9/1/98.
- Inform customers of new CRRS system on or around 6/1/98.
- Submit progress report to PEC by 6/15/98 meeting.
- Design and test *CAMPING II* conversion beginning on 7/1/98.
- Deliver, install, and test the necessary equipment/software at campground facilities by 9/1/98.
- Train all staff in CRRS by 10/1/98.
- Implement CRRS statewide by 11/1/98.

VI. Budget

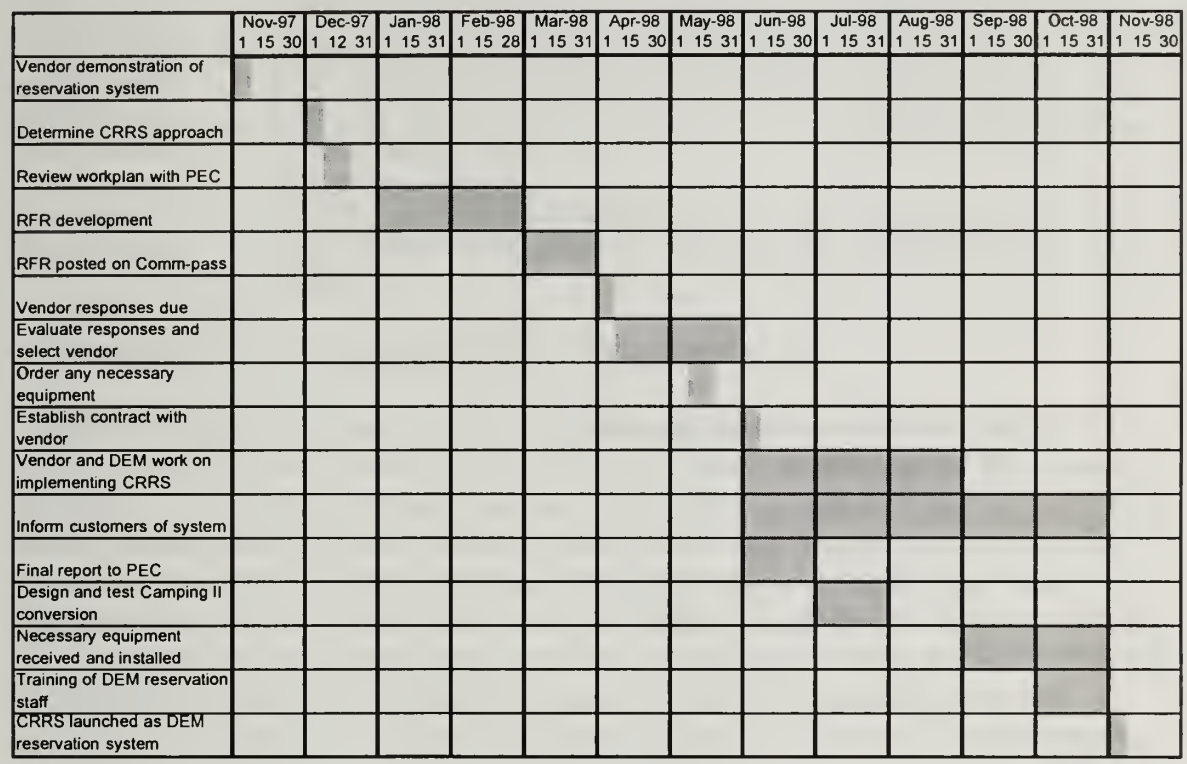
The daily operations of the CRRS are to be financed by the reservation service charge so that no additional funding is required for this initiative beyond the items listed below:

Each DEM campground will need to have updated hardware (PCs, printers, modems, etc.) software, and network connections to the central reservation center. The existing computer equipment and network connections at the campgrounds are not adequate to support/operate an enhanced campground reservation system that is anticipated to require Windows 95 or NT 32 bit operating systems. The equipment needs for DEM campgrounds will be coordinated with the facility equipment requirements of the On-line Visitors Center project. We anticipate that the necessary computer and network equipment for campground facilities

where CRRS will be installed will be provided by the vendor. If not, then DEM will have to request/receive funding and buy the equipment. Regardless of who purchases the equipment, it appears that the vendor may be in the best position to support the equipment, software, and network connections at the campgrounds.

DEM will also have to assess the staffing requirements for the campgrounds to operate the new system. It is not clear at this time what the impact on staffing will be. This will become clearer through the RFR process. DEM staff will also need training in the use of the new CRRS application.

VII. Gantt Chart



VIII. List of Team Members

The following individuals will play an important role in completing this project. Their time and the opportunity cost of diverting them from their normal roles and duties represents a significant in-kind contribution to this project.

Participant	Department/Title	Role
Jon Geer	DEM MIS Director	Project Leader
Amy Arlington	Salisbury Beach State Reservation	Planning Group Member
Rebecca Barnes	Tolland State Forest	Planning Group Member
Bob Carr	Tolland State Forest	Planning Group Member
Howie Fife	Wells State Park	Planning Group Member
Bob Kabat	DAR State Forest	Planning Group Member
Fran Matrango	Nickerson State Park	Planning Group Member

Steve Nicole	Nickerson State Park	Planning Group Member
David Stewart	Regional MIS Coordinator, Carlisle Office	Planning Group Member
Susan Frechette	DEM Chief of Staff	Commission Member
David Mahr	DEM Assistant to Chief of Staff	Commission Member
Todd Frederick	Director, DEM Forests and Parks	Commission Member
Claire D'Angelo	DEM Fiscal Administrative Assistant	Commission Member
Robert Samuels	DEM Personnel Analyst	Commission Member
Mike Ridge*	DEM Senior Business Analyst & Planning Group Leader	Department Member
Susan Hamilton	DEM Public Information Director	Department Member
Andy Jones	DEM Webmaster	Department Member
Ken Foley*	DEM Forests and Parks Operations	Department Member
Gary Briere	DEM Chief of Recreation	Department Member
Andrea Lukens	DEM Division of Resource Conservation	Department Member
Dutch Leonard	Professor, Harvard JFK School of Government	General Member
Larry Williams	Vice President and CIO, National Mentor, Inc.	General Member
Marty Benison	OSC Deputy Comptroller	Commission Oversight
Dan Greenwood	Deputy General Counsel, Information Technology Division	Outside Resource
Stan Burrows	EOEA Chief Information Officer	Outside Resource
Louis Gutierrez	ITD Director, Commonwealth Chief Information Officer	Outside Resource

* These individuals are also part of the Planning Group

The final Campground Reservation and Registration product, and the methods used to achieve it will be greatly enhanced by the input and direction provided by PEC General Members. It's expected that their expertise in the area of project development, customer needs, public service provision, marketing, and technology integration will allow the Department to achieve results above what the Department could achieve on its own. Integrating the On-line Visitor Center with the CRRS, if possible and effective, creates a major role for the General Members. The General Members, and the co-Chairs, will also be called upon to aid the Department in securing necessary resources from other government entities. Finally, these members will serve a valuable role by representing the customer throughout the development of the CRRS.

Templeton Land Management Project Proposal

I. Introduction

Each year approximately 20,000 acres of land in the Commonwealth are lost to development. Land conservation is therefore an important long range goal for protection of the Commonwealth's natural resources. This project is unique because it proposes to achieve conservation of the Commonwealth's natural resources through interagency collaboration rather than land acquisition by appropriation.

The goal of this project is to maximize the utilization of approximately 2,600 acres of land that make up the Templeton Development Center (TDC) and provide increased value of this asset to the citizens of the Commonwealth. It is a collaborative effort between the Departments of Mental Retardation (DMR) and Environmental Management (DEM) that is consistent with the mission of each agency.

The Templeton property consists of 2,600 acres made up of primarily undeveloped forest lands. Areas of agricultural use are integrated with a mostly forested landscape including ponds, brooks and rivers. Joint management of some of the property on the TDC campus will allow DEM to expand the abutting properties under their control without appropriation. This project will link and expand existing resources for conservation and passive recreational opportunities for the public.

DMR Background

Templeton Development Center is a residential facility operated by the DMR. It is currently home to 174 men and women with mental retardation. Of those individuals, approximately 50% are additionally challenged by mental illness. Some of these individuals also engage in dangerous behaviors. The median age of the people living at TDC is 56 with ages ranging from the early 30's to the mid 90's.

The Templeton facility contains eight residential buildings, a program building and an administration building as well as numerous other buildings related to the operation of a working farm and dairy operation on the campus. Templeton now utilizes between 500-600 of its 2600 acres to support its various programs (haying, tillage, wood harvesting and saw mill, orchards, and pasture).

A number of people who live at TDC are employed by the various programs operated at TDC. The dairy alone is a 2 shift, 7 day a week operation and employs 25 people who live at the facility. The milking herd numbers 65 cows in a modern barn and attached dairy. Dairy production is currently approximately 3500 pounds per day and is utilized by TDC and marketed to Fernald Development Center in Waltham and Garelick Farms co-op with proceeds going to the general fund of the Commonwealth. In addition to the dairy operation TDC operates an apple orchard, a vegetable garden and a small saw mill.

The Templeton Development Center is approved by Medicaid under Title XIX of the Social Security Act and consequently the Commonwealth receives 50% reimbursement for Medicaid eligible expenditures from the federal government. It has an active treatment rating of 100%. The annual operating budget for the facility is approximately 13 million dollars (50% of this amount is reimbursable, as facility costs are eligible Medicaid expenditures) and it has 375 FTE positions.

DEM Background

DEM is the largest landholder in Massachusetts, managing over 280,000 acres or five percent of the state, and it helps maintain three million more acres of public and private forests. The Department aims to provide the highest quality recreation experience for the greatest number of visitors while conserving and stewarding the Commonwealth's natural resources for the future. DEM's land holdings include hundreds of miles of trail resources for a range of recreational uses. DEM also assists landowners in the management and protection of their forest resources through private forest land planning, forestry training, grants, and a cost-sharing program.

DEM currently owns and/or manages approximately 17,000 acres in close proximity to TDC at the Birch Hill Wildlife Management Area, Otter River State Forest and Lake Dennison Recreation Area.

II. Statement of the Business Problem and Initial Conditions

DMR and DEM share a contiguous border of land in the Templeton area that each agency manages. The intent of this project is to have both agencies agree to jointly manage under-utilized land at TDC in order to increase its value to the citizens of the Commonwealth by allowing utilization of the land by citizens for passive recreational activities. The Templeton Land Management project will also allow for a significant expansion of acreage dedicated to conservation and preservation of wild life habitat. The contiguous expansion of the existing conservation and wildlife management areas will create a larger wildlife management corridor.

This objective will be fulfilled by developing a network of publicly accessible passive recreational trails on the Templeton property that will inter-connect with existing trails in the Otter River State Forest. Where possible, work will be performed jointly by employees of DEM, DMR, and residents of Templeton.

In this unique collaboration opportunity, DEM and DMR will:

- Jointly develop a forward looking land management plan for the 2600 acre campus of TDC that allows for participation by stakeholders and citizens.

- Implement a model for interagency collaboration based on asset management by more appropriately aligning agency expertise with the asset to be managed.

III. Status of Progress to Date

To date team leaders have been designated from each agency and several meetings of the working group have occurred. A draft inter-agency agreement has been prepared and is being reviewed by both agencies. The first trail is scheduled for completion prior to the end of this fiscal year. It has been mapped out and construction should start on or about March 15, 1998. This work will include completion of a picnic area and a small parking area. An RFR has been developed and released for the purpose of completing land and title surveys. Work is expected to be completed by the end of March.

The DEM/DMR team have developed an overall goal and several objectives:

The overall **goal** of this project proposal is for DMR and DEM is to identify and jointly manage land at the Templeton Developmental Center (TDC) for the purpose of increasing utilization and value of this land to the public by allowing its use for passive recreational activities subject to the objectives below:

DMR Objectives

- To continue to operate and improve the program offered at TDC while making the most effective use of the natural resources the property offers.
- To ensure that the people who live at Templeton have their rights to privacy and peaceful enjoyment of their residence protected.
- To present a case for administrative and management controls that would allow the farm and dairy to operate more efficiently and increase revenue.
- To provide employment opportunities for persons with disabilities through this collaborative project in the area of trail maintenance and supervision.
- Develop a business plan proposing the use or retained revenue to finance re-investment of capital improvements needed in dairy, farm and logging operations at TDC.

DEM Objectives

- To provide for the general care and oversight of the property's natural resources.
- To carry out measures required for the protection, conservation, control and use and development of the property.

- To provide public access to the property for the purpose of passive recreational activities consistent with the objectives above and the interests of DMR and the programs operated at TDC.

- To enhance public access to the Commonwealth's open space natural resources.

- To develop a Forest Management Plan with link to Mt. Wachusett Community College.

- To manage trail construction and usage in accordance with current DEM management standards by providing supervision and training to DMR residents, supervisors and work crews.

IV. Measures of Success

- Completion of the first trail by June 1, 1998.
- Map out additional trail system by June 30, 1998.
- Provide access to the trail for residents of TDC.
- Develop marketing plan to promote public awareness and use of the new area.
- Collect and maintain usage statistics.
- Creation of some seasonal employment opportunities for both disabled and non-disabled people.
- Execution of interagency agreement.
- Development of forest management plan.
- Development of business plan for Templeton farm and dairy production.
- Development of a model for interagency collaboration based on asset management.

V. Next Steps

- Begin trail and parking lot
- Conduct land and construction title surveys
- Additional trails will be mapped out and developed seeking not only the collaborative efforts of employees of DEM and DMR but also from likely end users such as: cross-country skiing clubs, snow mobile clubs, hiking clubs, etc.

  (See Gantt Chart for further information)

VI. Budget

The Massachusetts Performance Enhancement Commission allocated $88,000 to the Templeton project.

$50,000 - Surveys
$5-8,000 - Environmental Site Assessment
$30,000 - Title Search
$85-88,000

Any remaining funds will go toward picnic tables.

VII. Gantt Chart

See Attached

VIII. List of Team Members

Commission Members
Christine McLaughlin
Beth Reiland
Jane Wheeler

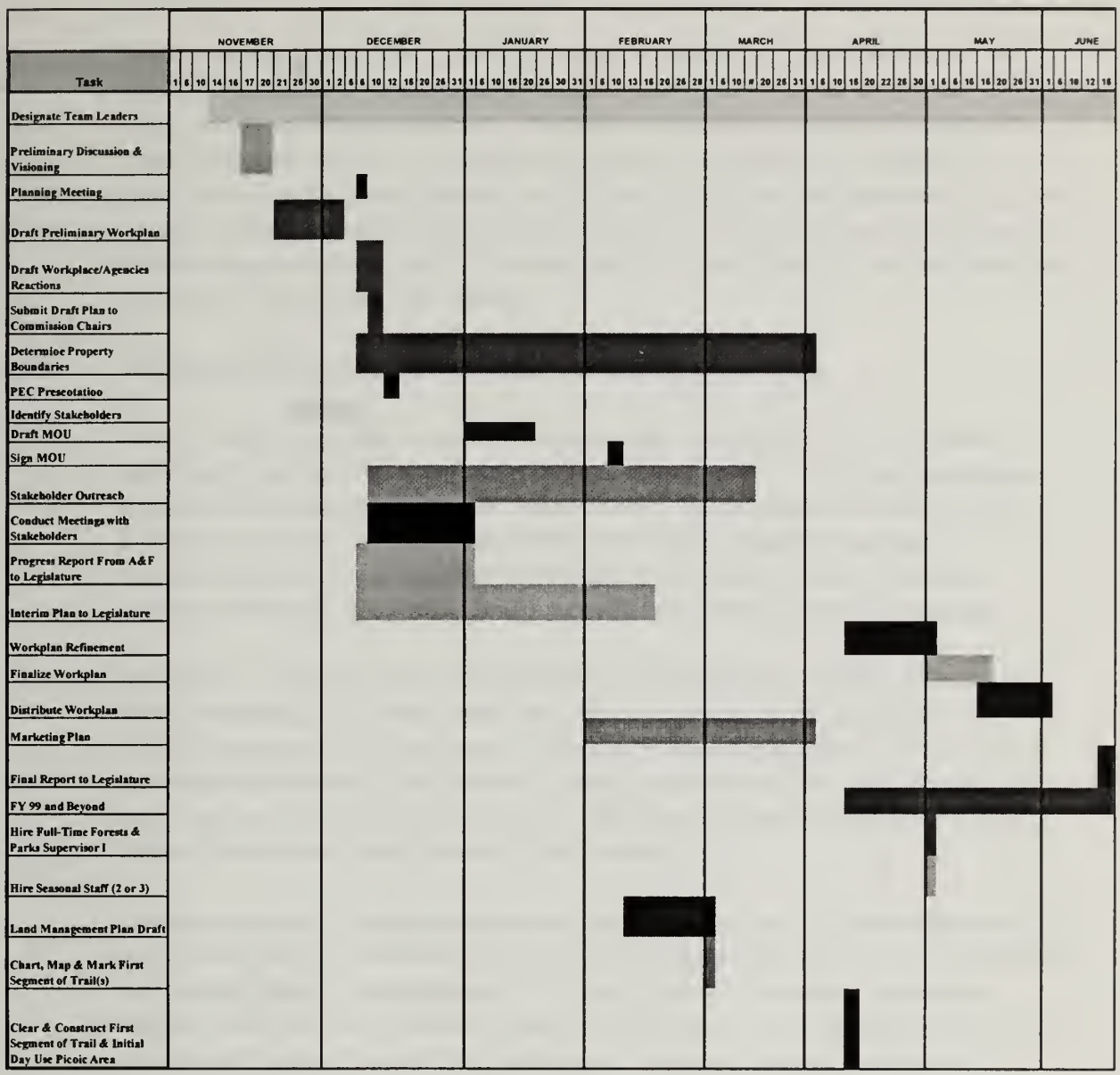
DMR Staff

Paul Antonellis, Director of Consolidation, PEC Team Leader
Patricia Lyons, Facility Director, TDC
David Nowers, Director of Core Services, TDC
Rick French, Assistant Director of Farm & Grounds

DEM Staff

Ron Washburn, Legal Counsel, PEC Team Leader
Ollie Peirce, Assistant to the Director of Forests and Parks
Carroll Holmes, Region 4 Director
Rod Whipple, Region 4 Coordinator
Peter Brandenburg, Trails Coordinator
Joe Iagallo, Supervisor, Otter River State Forest
Stephen Blinn, Construction Coordinator, PEC Member
Ray Faucher, Supervisor, Great Brook Farm State Park, PEC Member
Andy Backman, Goals Planner
Chuck Pernaa, Management Forester

Gantt Chart


NOVEMBER
DECEMBER
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
Task
Designate Team Leaders
Preliminary Discussion & Visioning
Planning Meeting
Draft Preliminary Workplan
Draft Workplace/Agencies Reactions
Submit Draft Plan to Commission Chairs
Determioe Property Boundaries
PEC Presentatioo
Identify Stakeholders
Draft MOU
Sign MOU
Stakeholder Outreach
Conduct Meetings with Stakeholders
Progress Report From A&F to Legislature
Interim Plan to Legislature
Workplan Refinement
Finalize Workplan
Distribute Workplan
Marketing Plan
Final Report to Legislature
FY 99 and Beyond
Hire Full-Time Forests & Parks Supervisor I
Hire Seasonal Staff (2 or 3)
Land Management Plan Draft
Chart, Map & Mark First Segment of Trail(s)
Clear & Construct First Segment of Trail & Initial Day Use Picoic Area

Employment Supports/Public Service Announcements

I. Introduction

The mission statement for DMR is to create opportunities for individuals with mental retardation to participate fully and meaningfully in, and contribute to their communities as valued members. This has been difficult as many citizens of the Commonwealth perceive individuals with mental retardation as unable to contribute since they are "special" or different. Public service announcements are a major vehicle for assisting us in delivering the message that people with mental retardation are exactly like all of us and want the same things--a job, relationships, community acceptance, and a home.

II. Statement of the Business Problem and Initial Conditions

The following is a brief overview of the problem as it relates to employment. Individuals with mental retardation have historically been one of the most under employed groups throughout the United States. Being perceived as individuals unable to contribute in a meaningful way to society as employees, they traditionally have been segregated in sheltered workshops and work activity centers performing work tasks on a piece rate basis with little or no benefits.

In the early 1980's, a number of pilot projects were developed and instituted to demonstrate that individuals with even the most severe disabilities could be gainfully employed in businesses within their local communities. As a result of the successes observed, the process of change conversion from institutionally based segregated work environments to individually based jobs became a major focus of vocational rehabilitation efforts nationwide.

The major vehicle for attempting to bring about this change in Massachusetts has been for the DMR to contract with provider agencies to help individuals find work and support them in the workplace. We have begun to see some preliminary success in helping individuals to obtain employment, but at the same time we are continually looking for ways to increase and broaden those opportunities. Students turning 22 and graduating from special education programs, like their similarly aged peers who are looking for career opportunities, continue to experience significant difficulty entering the competitive job market.

One of the major barriers to employment for individuals with mental retardation has been the continued perception by businesses, as a reflection of society itself, that individuals with disabilities are not capable of being productive workers or cannot be an asset to the business community. This myth has continually been debunked by success stories. In addition, DMR recognizes the need to expand the current efforts that exist for finding people with mental retardation jobs by linking up with the business community more directly. Two approaches we hope to more

fully explore and develop are apprenticeships and mentorships. Each of these approaches promotes opportunities for employers to be more directly involved with the hiring and training of the employee with a disability while at the same time being given the education and support needed to make this a successful experience for all involved.

The public service announcement will promote the theme that all people have potential and want to be part of their community. We look forward to reaching out to potential employers and conveying the capabilities of people with mental retardation. We are excited about the opportunity to partner with the business community on these innovative approaches.

III. Status of Progress to Date

The project will attempt to reach citizens of the Commonwealth of Massachusetts by utilizing mediums such as major networks, cable television, newspapers and radio. The assistance of advertising is essential in developing 15 or 30 second public broadcast segments that would reach millions of people. Employment opportunities would be addressed following our PSA initiative on the value of people with mental retardation. This will be done by developing a model to fund businesses directly who promise training to individuals with mental retardation that they agree to employ. Also, the Department of Education will be contacted to develop an apprenticeship program with local industry and businesses to target 18 to 22 year olds.

Commission members Jim Robinson and Beth Reiland have assisted the project by bringing in a fresh perspective on this issue. As a result of their input we realized the importance of focus groups and carefully crafting a statewide message. Focus groups are critical for us to understand from an employer's perspective what the barriers are for hiring persons with mental retardation so that we can appropriately develop an approach for addressing these barriers that can be given to the ad agencies.

Research by committee members found that focus groups were recently held in Massachusetts in which small business leaders shared their thoughts on the obstacles and benefits in hiring people with mental retardation. The results of the focus groups done by the Massachusetts Developmental Disabilities Council are consistent with educational research findings that have been published for the last few years.

We have found that employers are hesitant to hire individuals with mental retardation primarily due to a perceived loss of profit and excessive costs related to:

- legal liability and law suits
- safety and insurance premiums
- job accommodations
- supervision
- trainability
- job matching
- fear of militancy

Finally, the Commission members have been helpful in providing links to the advertising world. DMR is hoping to obtain some "pro bono" assistance and expects a response from a large ad agency during February.

IV. Measures of Success

Public Service Announcements: External measures of success include the number of public service announcements developed and the amount of air time they receive. Another important measure is the number of linkages that occur as a result of the process of developing the public service announcements. Internal measures will include improvement in the lives of people with mental retardation by increasing community membership and acceptance. This is something we measure through performance based contracting, and it is one of the most challenging goals to achieve.

Employment Supports: Success in the employment initiative will be measured by the development of the apprenticeship/mentorship model. We will also look at the number of individuals and businesses who are interested in piloting this concept. Success will also result in the number of individuals that are competitively employed, especially for the well educated adults with mental retardation graduating from the public school systems and entering the job market at the age of 22.

V. Next Steps

Outcome	Person Responsible	Budget	Target Date	Status
Public Service Announcement Initiative				
Contact Arnold Communications	Diane Enochs	$0	12-97	Completed
Purchase Hope House Tape	Diane Enochs	$35	12-97	Completed

Outcome	Person Responsible	Budget	Target Date	Status
Develop PSA Project Plan	Diane Enochs	$0	01-98	Completed
Craft a Statewide Public Message	Committee	$0	01-98	
Write Letter on Purpose of PSA Project	Gerry Ryan	$0	01-98	Completed
Comprehensive Plan on Public Relations for Commissioner	Mary Ann Brennan	$0	01-98	
Schedule PSA Meetings for the Sub-Committee -- All Meetings Are at 11:00 a.m., M.Brennan's Office, 160 North Washington St., Boston • Feb 11, 25 • Mar 11, 25 • Apr 8, 22 • May 13, 27 • Jun 10	Mary Ann Brennan	$0	01-98	Completed
Select Members for the PSA Sub-Committee With a Specific Focus on People Involved in Local Cable Companies	Mary Ann Brennan	$0	01-98	
Contact Chronicle To Do A Segment on Bridges to Faith	Diane Enochs	$0	01-98	Completed
Contact Boston Ad Council to Market PSA Initiative	Mary Ann Brennan		01-98	Completed
Contact All People Suggested By Commissioner, Commission and Other Interested Parties -- This Includes People in the Following Categories: • Entertainment • Sports • Media • Public Service	Robert Trombly & Committee	$0	02-98	
Contract Consultation for SCOPE	Diane Enochs	$0	02-98	
Contact Ad Agencies in Boston for Pro Bono Work	Mary Ann Brennan		02-98	
Contact Major Businesses in Boston For Donations or Sponsorship of PSA	Mary Ann Brennan		02-98	
Provide Bridges to Faith to Statewide Cable TV Stations	Mary Ann Brennan	$0	02-98	
Purchase/Obtain Network TV Time	Mary Ann Brennan		03-98	

Outcome	Person Responsible	Budget	Target Date	Status
Edit Hope House Tape	Diane Enochs	$0	04-98	
Market Tapes to Statewide Cable Stations	Mary Ann Brennan	$0	04-98	
Broadcast Hope House Tape	Diane Enochs		06-98	
Broadcast PSA's on Cable TV, Radio and/or Network TV	Mary Ann Brennan		06-98	
Involve Media People in the Regions	Gerry Ryan		Ongoing	
Employment Initiative				
Obtain Focus Group Summary Conducted With Small Business Employers	Margaret Van Gelder		01-98	Completed
Review Literature Regarding Employer/Co-Worker/Supervisor Perceptions	Sandra Hobbs		01-98 Ongoing	
Schedule Meetings With Regional Employment Group Members • Feb 13 • Mar 13 • Apr 17 • May 8 • Jun 12	Margaret Van Gelder		01-98	Completed
Research Ongoing transitional Projects to Examine Potential for Piloting a Mentoring Program for Those Turning 22 • ICI Project • Regional Transition Project • Mass Partnerships for Transition • School to work	Margaret Van Gelder and Sandy Hobbs		02-98	
Collect Information Regarding Mentoring/Apprenticeship Models • Program Design • Structure/Cost • Reimbursements • DOL Regulations	Margaret Van Gelder, Sandy Hobbs and Regional Team Members		03-98	
Maintain Contact With Small Business Employment Project to Determine Areas of Potential Collaboration	Margaret Van Gelder		Ongoing	

Outcome	Person Responsible	Budget	Target Date	Status
Develop Apprenticeship/Mentoring Mechanism • Contact Trade Organizations • Consumer Driven RFR • Consultation With Fiscal DMR Staff	Margaret Van Gelder, Sandy Hobbs and Regional Team Members		04-98	
Determine New Role of Providers With Apprenticeship System • Contact Provider Groups • Schedule Joint Meetings	Margaret Van Gelder, Sandy Hobbs and Regional Team Members		04-98	
Pilot New Project for FY'99 • Designate Areas • Offer Opportunity to Consumers • Evaluate and Revise Process	Margaret Van Gelder, Sandy Hobbs and Regional Team Members		06-98 Ongoing	

VI. Budget

The Commission allocated $25,000 to the PSA/Employment Support project from the Commission's funds. Of the $25,000, we plan to use all of the money for the public service announcements.

VII. Gantt Chart

M.P.E.C. Employment/Public Service Announcement Project	Nov	December					January				Feb				March			April			May			June		
	26	5	9	12	19	31	1	5	15	31	1	5	15	28	1	15	31	1	15	30	1	15	31	1	15	30
Planning Meetings																										
Submit Draft Plan to Commission Chairs																										
P.E.C. Presentation																										
Research PSA Approach																										
Plan For Focus Groups																										
Hold Focus Groups																										
Secure Marketing Firms																										
Refine Plan																										
Launch Media Campaign																										
Secure Funding for Employment RFR																										
Finalize Work Plan																										
Final Report to Legislature																										

VIII. List of Team Members

Commission Project Consultants:
Jim Robinson
Elizabeth Reiland
Allan Cohen

DMR Staff:

Name	PSA	Employment	Main Committee
Mary Ann Brennan	✓ Team Leader		
Margaret Van Gelder	✓	✓ Co-Team Leader	
Sandra Hobbs		✓ Co-Team Leader	
Robert Trombly	✓		
Mark Sanderson	✓		
Lisa Lawrence			✓
Julie Dee			✓
Donna Boucher			✓
Diane Enochs			✓
Gerry Ryan	✓		
Karen Ryan	✓	✓	
Mark Ostrowsky		✓	
Maureen Kirk	✓	✓	
Doug MacPherson	✓		
Elaine Noble	✓		
Tricia Luce	✓ F.O.C.		
Leo Sarkissian	✓ Arc Mass		

Family Support Initiative

I. Introduction:

Over the course of the last few years the DMR has changed its support to families caring for a family member with a disability from traditional respite, to a broad array of family supports. This shift in services parallels a shift nationally from the notion that government knows what will best assist families in caring for their disabled family member to the belief that families know best what they need. This change has been aided by the development of Family Support Guidelines to assist families in knowing what kinds of supports they might access and choose.

Family support is neither a traditional service like 24 hour residential service, nor necessarily a hard service such as respite, which previously had been the Department of Mental Retardation's primary service to families. It is neither slot-based, i.e. program based, nor governed extensively by providers. In fact, family support is not a service per se, but rather it is a way of thinking about and providing assistance to families in a manner that is unique to their needs. Typically, families identify what supports will allow them to best meet the needs of their family member and continue to care for the individual in his/her home setting; family support is not necessarily focused solely on the needs of the identified DMR consumer. Unlike other DMR services, family support is family centered and frequently the actual activities are family directed or family governed. Ultimately, family support activities are individually designed by the family to best meet their self-identified needs.

The move away from facility-based respite (bricks and mortar) to a family support model, in which respite may be just one of many supports provided, has required shifts in both the attitudes of the Department's staff as well as the provider community. The one group that has had no difficulty with this initial shift, has been families themselves. Families do not pick supports from an array of existing, predetermined activities, rather they custom-design a support package that is uniquely designed to best meet their needs. Thus, one-size fits all is contrary to the concept of family support. Families access supports either through a DMR provider who provides the services the family needs or the family receives a stipend through a provider which allows the family to purchase those supports which best meet their needs from the community at large; the stipend may be used for the following types of supports including but not limited to respite (families hire own worker), behavioral consultation, a YMCA membership, home adaptations, vehicle conversion, sibling support, etc. There is great variability in the amount of the family support allocations provided to families on an annual basis. The average allocation falls in the range of $2000-$3000, although allocations may be as small as $300 and as high as $40,000.

The initial change in our service system was implemented through new family support performance based contracts and the Department's Family Support Guidelines. Although these changes have provided flexibility, they neither have allowed families as much consumer choice as we would like nor have they made it easy for families to use their

purchasing power in the generic community without going through the DMR provider as an intermediary.

II. Statement of the Business Problem and Initial Conditions:

We are now ready for the second major paradigm shift in which we truly give families the freedom and control over the resources we allocate. DMR's mission statement reflects the value of consumer choice and control, but we have not fully embraced this concept either conceptually or programmatically. The goal of the Family Support Initiative is to further increase the power and control families have over the resources the Department allocates on their behalf, using new forms of technology as a tool, i.e. Electronic Benefit Transfer Cards or Smart Cards. Simply, stated, our goal is to 'put money/purchasing power into families' hands' so that they can purchase services and goods in the provider community, the community at large, as well as to gain access to cash. The change in the delivery system is likely to trigger a change in the market place as well.

Currently, the Department of Transitional Assistance is using EBT technology to deliver the monthly grant to the Aid to Families with Dependent Children population (AFDC) as well as food stamps. There is much that we can learn from Department of Transitional Assistance about both the use of the technology as well as issues around design and implementation.

However, there is a substantive difference between the goals of the AFDC program and the goals of the Department of Mental Retardation. It is critical to note that currently there is **no** state or county in the country which is using EBT technology to deliver family supports to the disabled population. There are no "best practice" examples with this population using this delivery system. Since we are charting new ground, it is critical that we carefully examine the potential obstacles in the use of EBT technology.

Consequently, we will need to involve the stakeholders in this process including families, the providers, employees of the Department of Mental Retardation, and the state and federal government. Consultation from the Department of Medical Assistance as well as the Health Care Financing Administration may also be helpful around the Home and Community Based Waiver issues, so that we do not jeopardize this revenue stream.

This project has both an external focus as well as an internal focus. In order to give families real power and control over resources using EBT cards, we will need to address some very complex questions. Threshold issues include 1) stakeholder participation and willingness, particularly from families, 2) examination of potential federal waiver revenue and billing issues, 3) cultural changes within the Department of Mental Retardation and in the provider community, and 4) examination of tax and labor law issues. The key overriding questions to be answered are: Is the use of EBT technology desirable and is it feasible? If there is no stakeholder buy-in or we lose federal revenue then it would be unwise to proceed. Likewise if the use of the card subjects families to new unintended tax or labor law consequences we will need to think it through.

Other issues to be explored include 5) pros and cons of a benefit versus income supplement program, 6) the implication of a market-based delivery system, where a limited market currently exists outside of the DMR community, 7) cost-benefit analysis, 8) the use of non-Medicaid providers like banks to manage state funds, 9) the identification of new resources to support a demonstration, 10) size, scope, and dollar value of supports, 11) monitoring and auditing issues around expenditures, 12) a family centered planning process using brokers to insure the use of the flexibility offered, 13) quality management concerns, 14) safety net issues 15) contracting issues, 16) role of professional judgment.

III. Status of Progress to Date:

Given the myriad number of issues here, the scope of this initiative in FY98 is to focus on conceptual development and critical thinking. The goal will be to develop a feasible plan which addresses the questions enumerated above by June 30, 1998 so that it is possible in FY'99 to run a focused voluntary pilot using both new FY'99 resources and current contract dollars to demonstrate the efficacy of a change in the delivery system using Electronic Benefit Transfer cards as a tool. If our pilot is successful in FY'99, we will move to system-wide implementation in the FY'00. This initiative should be viewed as a three phased project.

Our current activities have focused on the four key issues enumerated in the preceding section: 1) process change clarification, 2) marketing and outreach to stakeholders, 3) actual stakeholder input, and 4) issuance of an RFR seeking assistance on the Home and Community Based Waiver issues. Finally, one of the Commission members, Allan Cohen from Arthur Andersen LLP, has offered to examine the potential tax issues.

Initially the subcommittee and other DMR staff spent a great deal of time identifying the actual change process so that stakeholders could visually grasp the nature of the changes we are contemplating. Two subcommittee meetings and numerous phone calls occurred to wrestle with this issue. Additionally, an external, current DMR management consultant offered input. The meetings and consultations resulted in a process model which clearly reflects the proposed change from a system in which the provider community acts as an intermediary for families to one in which the families are the determiners of where and how they will purchase supports.

Secondly, we have spent a great deal of time marketing the concept both internally and externally. Presentations have been made at executive staff meetings, at senior managers meetings, and at the statewide Commissioner's meetings. We have created a concept paper for usage internally and externally. We have made presentations at the statewide Families Organizing for Change Steering Committee. We have also arranged for information on this project to appear in the ARC newsletter and other agency publications to familiarize family members with the idea.

Thirdly, we are in the process of actually gathering family input. Through the use of a paper survey we are in the process of soliciting input from 4,900 randomly selected, current recipients of family support. This represents approximately 42% of our current caseload. Additionally, we are simultaneously sending all of our current family support providers both an explanation of what we are contemplating as well as a copy of the survey. We believe that the results of the survey will clearly demonstrate the level of support for this project.

Finally, in order to help us grapple with the potential Home and Community Based Waiver issues we have issued a Request for Response for consultation. Bids are due back on Friday, January 30th, 1998.

IV. Measures of Success:

In phase one the measure of success will be the completion of a feasibility study and the resolution of the significant design issues including stakeholder buy-in and the positive resolution of tax and waiver issues. This effort will require an organizational change process as well as a content change process.

Ultimately, success will be measured by the degree to which changes in the delivery system provide more control and real choice for the families we serve than our current system. Increased ease of administration for DMR without a change in the degree of control for families will be insufficient. The use of card technology will make the system more efficient since it would eliminate the current paper transactions that characterize our system. Increased efficiency might in turn lead to the possibility of redirecting resources to our customers, the families in the Commonwealth with a mentally retarded family member.

Next Steps:

1. Develop PEC Narrative
   COMPLETED

2. Identify stakeholders, develop mechanism for input **12/15--3/2/98**
   (i.e. Mail Survey and Data Enter Results)

3. Resolve Family/DMR issues **12/15--3/2/98**
   (i.e. Analyze survey results)

4. Resolve waiver issues **12/15--3/2/98**

5. Research options on technology **3/1--4/6/98**

6. Based on research decide feasibility **3/1--6/15/98**

7. Design project **3/1-6/15/98**

8. Process design with stakeholders **3/15-6/30/98**
   (including Division of Medical Assistance, Health Care Financing Authority)

9. Define proposal, develop completion plan **3/1-6/30/98**

10. Final Report to Legislature **6/1-6/30/98**

VI. Budget:

All team members contributing their time
Consultants:

Tax expertise	-	in kind from Arthur Anderson	
Federal Waiver expertise	-	@ $1,000 per day x 5 days =	**$5,000**
Family Support	-		**5,000**
Card technology design to be determined at a later date			
Stakeholder Survey			**1,700**
Stakeholder design meetings			**2,500**

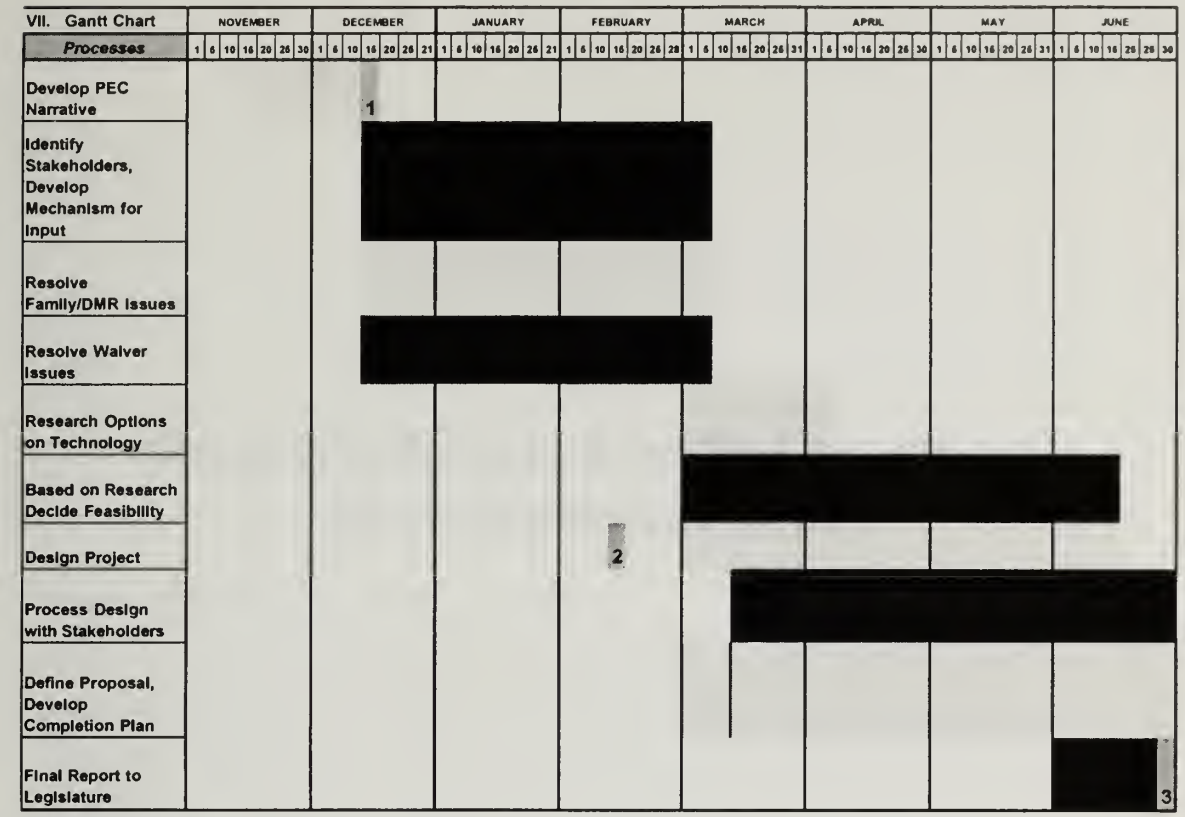
Total: $ 14,200

VII. Gantt Chart:
separate sheet

VIII. List Team Members:
Commissioner Members
Allan Cohen
Dutch Leonard
Chris McLaughlin

DMR
Janet George, Assistant Commissioner for Policy, Planning, and Children's Services
Ernie Van Deusen, Director of Family Supports
Bob Trombly, MIS Director
Bill Hetherington, Assistant Commissioner for Administration and Finance
Mary Fratto, Deputy Assistant Commissioner for Operations
Hans Toegel, Deputy Assistant Commissioner for Policy and Planning
Dennis Millner-Hanley, Director of Contracts

Non DMR
Martin Benison, Office of Comptroller
Ray McCabe, Office of Comptroller
Leo Sarkissian, ARC, MA
Susan Nadworny, Families Organizing for Change



Deliverables	
PEC Presentation	1
Submit Progress Report	2
Submit Workplan	3

V.

Initiatives Referred by the Commission for Independent Action

Initiatives Referred for Independent Action

Several excellent proposals submitted by DEM and DMR representatives could not be adopted by the Commission as official projects. The constraints of staff time, budget, and project timeline limited the Commission to four active initiatives. Other project ideas were highly regarded by Commission members, but were judged to be unsuitable for performance enhancement subjects because they were already under consideration in other areas of state government.

The Commission chairmen concluded that the non-selected projects would receive more time and attention under the guidance of the Commission than they would as stand-alone initiatives. The Commission recommended to promote the remaining projects when possible in addition to official initiative work. These proposals were delegated to appropriate divisions of the administration. The chairmen agreed to give periodic reports on the status of delegated projects to the full Commission.

The delegated projects and agencies to which they were referred are:

- Small Purchase Credit Cards (*Comptroller*)
- Paperless Payroll Project (*Comptroller*)
- C.O.R.E. Initiative (*Department of Environmental Management*)
- Health Care Support Initiative (*Executive Office for Administration and Finance*)
- Parking reimbursement for client transportation (*Human Resources Division*)
- Ready payment and EDI (*Department of Mental Retardation, Comptroller*)

Small Purchase Credit Cards

Business Problem

The Commonwealth of Massachusetts manages the majority of its purchasing and bill paying through the statewide accounting system MMARS. This approach works well for 95% of its business. However, when a department needs to purchase items traditionally procured from petty cash or requires an incidental item quickly, the traditional encumbrance/payment approach is cumbersome at best, unworkable in some cases and unreasonably costly to process. In these latter cases, the Office of the Comptroller authorized an "Advance" of funds to the department to be used with a checkbook.

Over the past 5 years, the use of MMARS "Advances" has been reduced significantly and more and more payments have been processed through MMARS; thus the need for a new approach for the remaining petty cash and timely incidental items has surfaced. We have also experienced an increase of employee reimbursements for items purchased 'on the road' and 'in emergencies'.

Proposed Solution

The new approach proposed is a credit card to be issued to departments with each Department Head authorizing staff use for the purpose of making incidental and emergency purchases more efficient and cost effective. This credit card can be used at any business that regularly accepts VISA, and can be used for any purpose authorized by the Department Head. This card will be blocked from use at an ATM or cash at a financial institution.

There will be a $1,000 limit per account per billing period, further emphasizing that these credit cards are restricted to small dollar items as honored by merchant. Each department will receive a bill and subsequently process payment. The Office of the Comptroller will provide central oversight of the Credit Card Program, including screening Departments for approval to use credit cards.

Current Status

An RFR was issued in November, 1997. Three responses have been received and one bidder was selected. Negotiations should be finalized by mid March and the pilot program implemented by June 1, 1998. It is expected that 5-10 Departments will be included in the pilot. It is estimated the annual expenditures through this program will reach $10 million at full implementation.

Paperless Payroll Project

Business Problem

Department of Mental Retardation (DMR) is a large public agency with nearly 8,500 employees spread across a wide geographic area. In order to distribute weekly payroll DMR uses a "Pony Express" system starting in Boston and going as far west as Pittsfield. The checks and direct deposit advices are handled, reconciled and counted at several steps along the way. Payroll checks and stubs are delivered to 30 locations and then distributed to hundreds of community based homes which provide direct care services. Savings that would occur in many areas include: employee hours spent on transportation, handling, distribution of payroll remittance advices and others.

Proposed Solution

Using a paperless payroll system will enable information usually found on a check stub to be available electronically to employees. We will be investigating two technical alternatives in this pilot allowing access to the information through a dedicated Website or an Interactive Voice Response Unit. On the success of the pilot DMR envisions adding locations to the project. All technical equipment used for the project would be scaleable, enabling a low cost expansion. While this is a small pilot, it has important implications for the Commonwealth. When thinking of the Commonwealth as a whole, savings could be enormous. With 80,000 employees currently using direct deposit at around 60%, a successful paperless payroll project would provide huge savings in check and stub printing, handling, and distribution costs.

Current Status

A project team made up of DMR, Office of the State Comptroller, the Treasurer and the Information Technology Division will manage the pilot project. DMR is in the process of identifying a location willing to increase their direct deposit participation to serve as a pilot site. A legislative change in the wording of MGL Ch.148, 149 is recommended to amend the wording of pay period requirements thereby allowing electronic information to substitute for a check stub. The project team is developing a high level plan to include analysis of the necessary hardware and software, blanket purchasing options and cost savings, changes in payroll processing, and direct deposit banking issues for employees. The team has already started this work and anticipates the completion of the pilot prior to June 30, 1998.

C.O.R.E. Initiative

Business Problem

Resources are not focused on learning or serving customer needs.

Proposed Solution

The C.O.R.E. (Customers: Our Resource for Excellence) initiative will promote customer service in DEM operations. DEM will create a C.O.R.E. Commission within the agency to find ways to direct its services to the needs and priorities of the public. The C.O.R.E. Commission will conduct customer surveys and perform outreach with other institutions to determine where its customers are and what they want.

Current Status

DEM is still planning its next steps with this initiative.

Health Care Support Initiative

Business Problem

Dually eligible clients of DMR could benefit from more integrated, flexible service delivery than currently available if DMR and DMA worked together.

Proposed Solution

The Metro Region of the Department of Mental Retardation and the Division of Medical Assistance have submitted a proposal to the federal Health Care Family Administration (HCFA) for a grant to develop a more flexible approach. The demonstration project combines the unique and complementary services of the Massachusetts Division of Medical Assistance (lead agency), the Department of Mental Retardation (administering agency), as well as the Program for All inclusive Care for the Elderly (PACE), four greater Boston social service agencies providing supports to individuals from minority cultural backgrounds, Community Medical Alliance, and the Institute for Health Policy at Brandeis University.

The demonstration funds will be utilized to:

1. Replicate the PACE model of the East Boston Neighborhood Health Center for non-elderly persons with mental retardation who have Alzheimer's disease.
2. Establish a capitated, managed care model that provides integrated, well coordinated, high quality health care services to dually eligible persons with mental retardation from cultural minority backgrounds who reside in the greater Boston area.
3. Pilot a small model of capitated, managed care that will provide high quality health care and long term social supportive services to persons with mental retardation.

These goals will be accomplished with an emphasis on person-centered planning and the self-determination of persons with mental retardation and their families by integrating into this pilot the concepts learned from the Massachusetts Self-Determination Project, funded by the Robert Wood Johnson Foundation.

The pilot will utilize the entire continuum of health care services covered under Medicare and Medicaid (primary, preventative, acute, specialty, community and institutional long term care supports) and will explore the integration of state and state/federal Medicaid dollars for long term community support services. DMA and DMR will work with HCFA in those areas where waivers are deemed necessary to accomplish the demonstration goals.

The pilot will focus on communication between providers and individual self-determination in the choice of providers and control of the distribution of resources. We anticipate that this pilot will serve as a catalyst toward the development of systemic policy and statewide change in the provision of quality, cost-effective and well coordinated health care supports. It will also delegate greater choice and more decision making to mentally retarded individuals and their families.

Current Status

Waiting for the approval of the federal waiver to begin pilot.

Parking Reimbursement for Client Transportation

Business Problem

Direct care providers transport DMR clients to appointments in their own vehicles. They are reimbursed for mileage but not for parking. The current mileage reimbursement is intended to cover both fuel and parking costs, but parking costs are not proportional to mileage. Some short trips incur high parking fees and are not fully reimbursed, while other trips with no cost for parking are over compensated for fuel expenses based on the current per-mile allowance.

Proposed Solution

Revise the transportation reimbursement to separate fuel expenses and parking.

Current Status

Labor negotiators at the Human Resources Division have approved a pilot program for the reimbursement of parking expenses incurred by direct care workers transporting lients in their own vehicles. Employees covered by the Alliance agreement will be eligible for parking reimbursements under the pilot program

Department of Mental Retardation Provider Payment Systems

Business Problem

The current mechanisms and business procedures necessary to pay providers and bill the federal government for federal participation require a number of manual steps and result in long delays between disbursement from by the Commonwealth and reimbursement by the federal government. DMR has proposed reviewing this process in light of technological changes that have taken place in Massachusetts Management Accounting and Reporting System (MMARS) with the goal of reducing manual administrative processes and shortening the time between payment to the provider and receipt of reimbursement form the federal government thereby increasing interest earnings to the Commonwealth.

DMR currently pays providers through the ready payment system. The ready payment system was designed to provide vendors with a regular, timely cash flow. Monthly DMR enters billing information into its client database for purposes of tracking and billing the federal government. In addition they enter some of the same information into MMARS to reconcile amounts paid to the providers to amounts actually due. A payment voucher has been produced and a check or wire transfer is generated. The Federal government may be billed as much as 45 days after the disbursement through the ready payment system.

Proposed Solution

DMR would like to explore changes made to Commonwealth payment technology generally and in particular MMARS daily payment processes and Electronic Data Interchange to by pass the ready payment system and interface payments from their client tracking system to MMARS with overnight processing of daily payments and electronic fund transfer to providers.

The goals of this project would be to reduce the manual administrative effort for DMR to process payment and bill providers thereby reducing the time lag between payment by the Commonwealth and reimbursement form the federal government without disrupting the cash flow of it's providers.

Current Status

The Office of the Comptroller is aware that the Department of Public Health has been exploring similar issues with it's provider payments. The Office of the Comptroller will convene a meeting with DMR, the Comptroller's technical services unit and the Department of Public Health to identify avenues of pursuit.

Approved Budget Allocations

MPEC
Approved Budgets

The FY98 General Appropriation Act included an Appropriation (Line Item 1100-1101) of $200,000 to be allocated to the various projects based on the projects plans submitted to, and approved by the Commission. The Commission approved the work plans on December 12th and the Chairmen allocated the fund as follows:

Department of Mental Retardation		
Family Support Initiative	$25,000	
Employment Support/Public Service Announcements	$22,500	
Total Allocation to 5911-1101		$47,500
Department of Environmental Management		
On- Line Visitors Center	$33,100	
Campground Reservation and Reservation System	$ 0	
Templeton	$88,000	
Total Allocation to 2100-1101		$121,100
Unallocated Balance/ Contingency Reserve		$ 31,400
Total Uses Appropriation 1100-1101		$200,000

Appendices

A. Meeting Schedule
B. Meeting Minutes of September 26th Meeting
C. Meeting Minutes of October 14th Meeting
D. Meeting Minutes of November 14th Meeting
E. Meeting Minutes of December 12th Meeting
F. Enabling Legislation

Massachusetts Performance Enhancement Program
Meeting Schedule 1997-1998

Friday, September 26th, 1997 *Kick-off Meeting*	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, October 24th, 1997	10:45 a.m.-12:30 p.m.	Saltonstall Building Conference Rooms A&C 17th Floor
Friday, November 14th, 1997	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, December 12th, 1997	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, February 13th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, April 10th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, May 8th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, June 12th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor

Deadline Schedule 1997-1998

INTERIM REPORT	February 16, 1998*
FINAL REPORT	June 30, 1998

* Submitted change from original date of 1/1/98

MINUTES OF THE ADVISORY BOARD MEETING
Friday, September 26, 1997
10:45
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Martin Benison, Deputy Comptroller, OSC
Rosemarie Day, Assistant Secretary of ANF

Allan Cohen, Arthur Anderson LLP
Christine H. McLaughlin, DMR
Herman Leonard, Professor, Harvard University
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp, Dresser, McKee

Gerald Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Julie Dee, DMR
Diane Enochs, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Jack Riley, DMR
Bob Trombly, DMR

Peter Webber, Commissioner, DEM
David Mahr, Assistant to Chief of Staff, DEM
Steve Blinn, DEM
Claire D'Angelo, DEM
Ray Faucher, DEM
Todd Frederick, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

Secretary Baker opened the meeting. He described the purpose of the Commission as improving customer service at a reduced net cost. He briefed the group on his discussions with the Legislature mentioning that the original broad scope of Section 224 was narrowed through the legislative process and in the end focused on targeted items with a potential for broader impact. Secretary Baker recommended that Department of Mental Retardation (DMR) and Department of Environmental Management (DEM) give a brief overview of their respective agencies.

Peter Webber, Commissioner of DEM, distributed and summarized a packet of information including an overview of his organization and organizational chart. Commissioner Webber indicated his office had developed some initial proposals for discussion by the Commission. He then turned the meeting over to Mr. Ron Washburn.

Mr. Washburn discussed the idea of a Cooperative Land Management Plan between DEM & DMR with DEM taking over land management from DMR. This would allow DMR access to DEM land management expertise, make DMR open space available to the surrounding community, and reduce land management costs.

Mr. Peter Webber recognized Mr. Bob Samuel. Mr. Samuel discussed payroll streamlining. Currently DEM time and attendance reporting as well as check distribution

to and from DEM's many locations throughout the state is very labor intensive and prone to error. DEM would like to automate this activity. If the Commission proceeds with this project, implementation would need be cognizant of the Commonwealth's efforts to replace its payroll system (HRCMS project).

Mr. Ray Faucher then talked about Debit Cards. By issuing facilities debit cards, repairs could be quicker, small purchasing would be more efficient, facilities would experience less down time, and accounting could be streamlined. Debit card bills would go to a central location instead of manually processing individual receipts. He mentioned that other states including Ohio have successfully implemented similar programs.

Mr. Stephen Blinn presented an issue concerning water conservation. He discussed the problem of undetected water leaks and cited a couple of examples. An aggressive approach to identifying and repairing leaks would save water and decrease annual operating costs.

Commissioner Webber then recognized Mr. David Mahr, who discussed using the internet for services including business transactions like buying a seasons pass, hiking and camping. He felt this would reduce costs and improve customer service. The issue of accepting credit card transactions would need to be addressed.

Mr. Kilmartin thanked Commissioner Webber and asked for comments. He then turned the meeting over to Commissioner Morrissey.

Commissioner Morrissey identified ways DEM and DMR fit together. He stated that the primary customer is the public and, there is more in common than we may think is apparent. He expressed a concern that DMR's budget is very tight, timelines are also tight. With Senate Ways and Means hearings coming in the spring, he felt it was important to have tangible products from the Commission within the timelines in the statute. He briefly described handouts he distributed to the Commission.

The meeting was turned over to Mr. Hetherington to present DMR's ideas. He asked Mr. Bob Trombly to talk about direct deposit for employee paychecks. Mr. Trombly stated that DMR with a large public workforce incurred substantial cost in payroll distribution. Currently 60% of DMR employees are using direct deposit. 100% implementation would reduce administrative costs related to printing and distribution of checks as well as banking costs. He mentioned two obstacles that would need to be overcome.
1) Some banks in the Commonwealth can not handle these type of transactions.
2) We would need to identify incentives to entice recalcitrant employees to migrate to direct deposit.

Mr. Bill Hetherington then talked about debit cards for DMR. DMR believes debit cards would streamline the purchase of food and related items for group homes and at the same time improve record keeping.

Mr. Hetherington discussed a revised payment system for DMR $475 million purchase service system. 315 providers do business with DMR and 90% of the contracts are paid with the ready payments system. DMR suggests that daily disbursement features in the accounting system can replace the ready payments system, eliminating a manual process and at the same time reduce the time to bill Medicaid. PV's, the accounting system, could generate a claim instead of duplicate data entries. Accelerating Medicaid billing would result in increased interest earnings to the Commonwealth. Finally, Mr. Hetherington addressed an issue of concern to their employees. Direct Care employees do not receive reimbursement for parking when they take clients to medical appointments. DMR proposed expanding travel reimbursement to address this inequity.

Mr. Kilmartin thanked Commissioner Webber and Commissioner Morrissey and asked the general Commission members how the Commission should move from general statement and direction from Section 224, the legislative mandate, to the concrete process. He asked Mr. Allan Cohen for his thoughts.

Mr. Cohen stated that some rigor or structure should be added to the process to insure that top priorities are identified. Mr. Kilmartin asked Mr. Cohen and the other members of the Commission to address the question: To what extent the Commission should focus on a broad study versus picking concrete specific tasks and implementing them? Mr. Cohen believes a combination of both, with tangible executable ideas within a framework that has broader application.

Mr. Kilmartin then recognized Ms. Christine McLaughlin. She expressed concern that the potential negative impacts on employees will limit creativity. She also indicated her support with implementation of concrete projects not studies.
Mr. Dutch Leonard implored the group not to issue reports unless it was a written report on what had been accomplished. The Commission should work to identify important problems and fix them. The changes should be noticeable to employees and customers. He believes that it is important that we get external input from the department's customers on what is important and what needs to be fixed as well as input from inside the organization.

Ms. Reiland concurred with the comments of prior General Commission members and emphasized Mr. Cohen's point on process. She suggested that Chairman Rosenburg be asked to address the Commission and requested more background reading materials be provided.

Mr. Robinson began by introducing his organization, The Gideon Group. He commented that his practice focused on implementation not reports and this Commission should identify important, but accomplishable projects and implement them. He reiterated prior concerns that process was important as well as the product.

Commissioner Morrissey volunteered to give personal briefings and write-ups as requested, to better inform Commission members of his organization. Commissioner Webber confirmed he was also prepared to give similar briefings.

Mr. Kilmartin then recognized Ms. Jane Wheeler. Ms. Wheeler agreed with Mr. Robinson. She suggested the Commission should be realistic about what it can accomplish, identify what the Commission will tackle, isolate what the issues are and divide into groups.

Ms. McLaughlin then asked for the Chair's expectations for the General Commission members.

Mr. Leonard commented that as a General Commission member he felt he had three roles -- authorization, encouragement and advice. Mr. Kilmartin concurred and added General Commission members could apply a reasonableness test.

Secretary Baker mentioned he wanted advice from outside government. He also said that by the October meeting he wants the group to have thought harder about external versus internal focus. His expectation is to select projects at next months meeting.

Mr. Leonard then summarized that the Commission should ask of each idea:
1. Why is it important?
2. Is it externally focused or internally focused?
4. Can it be accomplished in a reasonable time frame?

Mr. Kilmartin closed the meeting by reviewing the future meeting dates and the timelines. The next meeting will be:

Friday, October 24, 1997
10:45 a.m. to 12:35 p.m.
Saltonstall Building, 17th floor
Boston, MA

Mr. Kilmartin asked DMR and DEM to compose a one page memorandum outlining each idea. He confirmed that Commissioner Morrissey and Commissioner Webber were prepared to spend time with individual Commission members and provide additional background briefings to the Commission as deemed necessary. He noted there are three deadlines for the Commission: October 1, January 1, and June 30.

It was agreed that Ms. Rosemarie Day will compile everyone's questions, addresses and phone numbers. She will draft a memo to comply with the October 1 deadline. Ms. Day then stated she will include an update to the group regarding Senate Ways & Means and that Friday, Oct. 10, 1997 is the deadline for written materials to be delivered to her. She will mail out a full set to the group around Oct. 17, 1997 to be discussed at the next meeting.

Mr. Kilmartin thanked the group for their participation and adjourned the meeting at 12:45 pm.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, October 24, 1997
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Martin Benison, Deputy Comptroller, OSC
Rosemarie Day, Assistant Secretary of ANF
Anita Rapino, OSC
Jennifer Frauson, ANF

Allan Cohen, Arthur Anderson LLP
Christine H. McLaughlin, AFL-CIO
Herman Leonard, Professor, Harvard University
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser McKee
Lawrence Williams, National Mentor, Inc.

Gerald Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Julie Dee, DMR
Diane Enochs, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Jack Riley, DMR
Bob Trombly, DMR

Peter Webber, Commissioner, DEM
David Mahr, DEM
Steve Blinn,DEM
Claire D'Angelo, DEM
Ray Faucher, DEM
Todd Frederick, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

William Kilmartin opened the meeting by welcoming everyone and gave an overview to the Commission of the materials received in the mail from Rosemarie Day. Mr. Kilmartin asked the Commission for any comments before going through each idea and rating them individually. The two chairs and the General Commission members were asked to participate in the rating scores.

William Kilmartin's stated the purpose was to briefly review each proposal and have a straw vote. Ten would be the highest score idea and one would be the lowest score. The Commission agreed these ratings were initial ratings by the general members to organize the ideas. The vote did not represent a binding position of any member or the Commission as a whole.

William Kilmartin asked Mr. Peter Webber, Commissioner of DEM start the process. He reviewed materials that summarize each of DEM's proposals. A poll was taken on each proposal.

DEM Idea 1- Virtual Visitors Center

William Kilmartin	9
Charles Baker	8
Peter Webber	9
Dutch Leonard	6
Allan Cohen	6
Elizabeth Reiland	7
Christine McLaughlin	N.V.
Jane Wheeler	9
Lawrence Williams	8
Gerry Morrissey	8

DEM Idea 2- Automated Campground Reservation System

William Kilmartin	8
Charles Baker	8
Peter Webber	8
Dutch Leonard	9
Allan Cohen	8
Elizabeth Reiland	5
Christine McLaughlin	N.V.
Jane Wheeler	7
Lawrence Williams	6
Gerry Morrissey	10

DEM Idea 3- Land Management

William Kilmartin	6
Charles Baker	5
Peter Webber	7
Dutch Leonard	10
Allan Cohen	10
Elizabeth Reiland	8
Christine McLaughlin	N.V.
Jane Wheeler	10
Lawrence Williams	7
Gerry Morrissey	7

DEM Idea 4- Customer Focus (CORE)

William Kilmartin	5
Charles Baker	9
Peter Webber	5
Dutch Leonard	4
Allan Cohen	6
Elizabeth Reiland	5
Christine McLaughlin	N.V.
Jane Wheeler	5
Lawrence Williams	6
Gerry Morrissey	10

DEM Idea 5 -Debit Credit Cards

William Kilmartin	7
Charles Baker	2
Peter Webber	5
Dutch Leonard	4
Allan Cohen	8
Elizabeth Reiland	8
Christine McLaughlin	7
Jane Wheeler	7
Lawrence Williams	5
Gerry Morrissey	10

William Kilmartin then asked Mr. Gerald Morrissey, Commissioner of DMR to summarize each of the ideas included in the briefing packet.

DMR Idea 1 -Managed Care Pilot

William Kilmartin	6
Charles Baker	7
Peter Webber	6
Dutch Leonard	5
Allan Cohen	5
Elizabeth Reiland	6
Christine McLaughlin	5
Jane Wheeler	5
Lawrence Williams	7
Gerry Morrissey	8

DMR Idea 2 -Employment

William Kilmartin	3
Charles Baker	8
Peter Webber	8
Dutch Leonard	6
Allan Cohen	8
Elizabeth Reiland	8
Christine McLaughlin	10
Jane Wheeler	9
Lawrence Williams	8
Gerry Morrissey	10

DMR Idea 3 -Public Service Ann

William Kilmartin	10
Charles Baker	7
Peter Webber	10
Dutch Leonard	9
Allan Cohen	5
Elizabeth Reiland	9
Christine McLaughlin	10
Jane Wheeler	10
Lawrence Williams	9
Gerry Morrissey	10

DMR Idea 4 - Debit Cards

William Kilmartin	7
Charles Baker	2
Peter Webber	8
Dutch Leonard	4
Allan Cohen	8
Elizabeth Reiland	8
Christine McLaughlin	7
Jane Wheeler	9
Lawrence Williams	6
Gerry Morrissey	9

DMR Idea 5 -Parking Reimbursement

William Kilmartin	3
Charles Baker	4
Peter Webber	2
Dutch Leonard	3
Allan Cohen	10
Elizabeth Reiland	2
Christine McLaughlin	4
Jane Wheeler	5
Lawrence Williams	4
Gerry Morrissey	8

DMR Idea 6 -Direct Deposit

William Kilmartin	5
Charles Baker	10
Peter Webber	10
Dutch Leonard	9
Allan Cohen	9
Elizabeth Reiland	9
Christine McLaughlin	5
Jane Wheeler	7
Lawrence Williams	10
Gerry Morrissey	10

DMR Idea 7 -Ready Payments (EDI)

William Kilmartin	**7**
Charles Baker	**8**
Peter Webber	**5**
Dutch Leonard	**8**
Allan Cohen	**8**
Elizabeth Reiland	**7**
Christine McLaughlin	**7**
Jane Wheeler	**7**
Lawrence Williams	**10**
Gerry Morrissey	**9**

DMR Idea 8 -Family Supports

William Kilmartin	**10**
Charles Baker	**7**
Peter Webber	**10**
Dutch Leonard	**10**
Allan Cohen	**8**
Elizabeth Reiland	**8**
Christine McLaughlin	**8**
Jane Wheeler	**8**
Lawrence Williams	**10**
Gerry Morrissey	**10**

Discussion ensued on how the Commission should proceed to select projects for action and define the role of various Commission members as the Commission moved forward.

It was agreed Secretary Baker would draft a memo for discussion, seek comments from Mr. Kilmartin and Mr. Leonard. He would then circulate that memo to the Commission prior to the next meeting.

The next Commission meeting will be:

Friday, November 14, 1997
10:45 am to 12:30 pm
One Ashburton Place, 21st floor
Boston, MA 02108

Mr. Kilmartin thanked the group for their participation and hard work and adjourned the meeting at 1:00 p.m.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, November 14, 1997
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Rosemarie Day, Assistant Secretary, ANF
Martin Benison, Deputy Comptroller, OSC
Anita Rose Rapino, OSC
Jennifer Frauson, ANF

Peter Webber, Commissioner, DEM
Claire D'Angelo, DEM
Susan Frechette, DEM
David Mahr, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

Christine H. McLaughlin, AFL-CIO
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser McKee
Lawrence Williams, National Mentor, Inc.
Dutch Leonard, Professor, Kennedy School of Government

Gerry Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Diane Enochs, DMR
Mitch Henderson, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Bob Trombly, DMR

William Kilmartin opened the meeting by welcoming everyone. All members in attendance received a copy of the memo from Secretary Baker, a status chart for projects and the meeting agenda. Mr. Kilmartin asked the Commission for any comments before finalizing the focus of the Commission's work.

Mr. Kilmartin stated his opinion that the Commission should focus on four projects and commence to identify timelines, resources needed, and how the general members would add value to each project. He expressed the hope that this meeting would conclude with a selection of team leaders and the establishment of goals for the next meeting.

Mr. Kilmartin asked Peter Webber, Commissioner of DEM and Gerry Morrissey, Commissioner of DMR for their input and/or comments on Secretary Baker's memo. Both Commissioner Morrissey and Commissioner Webber agreed with the approach outlined in the memo.

The Commission agreed to pursue the four projects specified in Secretary Baker's memo: Virtual Visitors' Center/Electronic campground reservations, Templeton joint land management, Public awareness of mental retardation/Apprenticeship, and Electronic benefits for family supports. Rosemarie Day introduced a status chart for projects not selected as enhancement initiatives and detailed the actions to be taken on those proposals. Beth Reiland requested that the Commission be briefed on the progress of non-selected proposals on an occasional basis.

Commissioner Webber and Commissioner Morrissey were asked to designate team leaders for the four selected projects. General Commission members were asked to identify which projects they had an interest in joining. The table below summarizes their initial preferences. (Final selections will be made be general members at the next meeting.)

Department of Environmental Management:

Project	Team Leaders	Upcoming Meetings	Interested Parties from Commission
Virtual Visitors' Center/ Electronic campground reservation system	Susan Frechette, Team Leader David Mahr, Pilot	December 2	Dutch Leonard Jane Wheeler
Templeton Land Management (with DMR)	Paul Antonellis, Team Leader Ron Washburn, Team Leader Gail Yeo, Pilot	December 9 @ Templeton	Christine McLaughlin Beth Reiland Jane Wheeler

Department of Mental Retardation:

Project	Team Leaders	Upcoming Meetings	Interested Parties from Commission
Apprenticeship Program/ Public Awareness Campaign	Diane Enochs, Team Leader	December 1	Beth Reiland James Robinson
Electronic Benefits Transfer for Family Support Services	Janet George, Team Leader	December 5	Dutch Leonard Christine McLaughlin Larry Williams

It was agreed that team leaders would convene project teams and prepare work plans for the next meeting. Work plans should include a summary of the project, a status report of progress so far, a list of team members, a tentative meeting schedule, a timeline chart indicating milestones, delineation of member roles, identification of key resources, and a budget proposal. Workplans should be submitted to ANF by 5:00 p.m. on December 9th for distribution to the Commission prior to the next meeting.

The next Commission meeting will be:

Friday, December 12, 1997
10:45 a.m. to 12:30 p.m.
One Ashburton Place, 21st floor
Boston, MA 02108

Mr. Kilmartin thanked the group for their participation and hard work and adjourned the meeting.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, December 12, 1997
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
Rosemarie Day, Assistant Secretary, ANF
Martin Benison, Deputy Comptroller, OSC
Anita Rose Rapino, OSC
Jennifer Frauson, ANF

Allan Cohen, Mass. Taxpayers Foundation
Dutch Leonard, Harvard University
Christine H. McLaughlin, DMR
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser & McKee
Larry Williams, National Mentor, Inc.

Gerry Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Mary Ann Brennen, DMR
Richard Cahalane, DMR
Julianne Dee, DMR
Diane Enochs, DMR
Janet George, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Bob Trombly, DMR

Peter Webber, Commissioner, DEM
David Mahr, DEM
Steve Blinn, DEM
Claire D'Angelo, DEM
Ray Faucher, DEM
Todd Frederick, DEM
Jonathan Geer, DEM
Andy Jones, DEM
Mike Ridge, DEM
Robert Samuels, DEM
Ron Washburn, DEM

Secretary Baker opened the meeting by welcoming everyone and requesting comments on the minutes of the meeting from November 14, 1997. Hearing no comments, he moved forward to discuss the workplans. Copies of workplans were distributed and Secretary Baker asked each project driver to summarize their team's submission.

Janet George from DMR introduced the Family Support Initiative proposal and presented the background, scope of activities, team members, proposed budget, tentative schedule of meetings and timeline identified in the workplan. Secretary Baker asked for comments regarding her proposal. He suggested that the 15 questions could be sorted into threshold and implementation issues. Christine McLaughlin said this proposal had a lot of potential. Martin Benison mentioned that all plans should include a return on investment analysis.

Ron Washburn from DEM described the workplan for the Templeton Land Management project. Mr. Washburn stated that he met with DCPO and other stakeholders. The first trail will be opened this fiscal year. The team's top priority is to ensure that public access does not interfere with the privacy of the DMR clients who live at Templeton.

Diane Enochs from DMR presented the Employment Support/Public Service Announcements/Employment project. Ms. Enochs showed the Commission a video tape of television advertisement campaigns for public awareness of mental retardation produced in other states. Ms. Enochs gave a summary of her group's workplan. Secretary Baker indicated that the team should seek in-kind contributions from

advertising agencies instead of planning to fund advertising. Ms. Enochs noted that Allan Cohen offered to assist her in contacting trade councils.

Jon Geer from DEM then summarized the workplan for the On-Line Visitor Center and the Automated Reservation System. Andy Jones was introduced as the Web Master for the project. Secretary Baker asked Mr. Geer why the Commission was needed to accomplish this project. Mr. Geer responded that he expected the Commission to help identify the best technology solution. In addition, Mr. Geer wants Commission members to use the Web site when completed and to give input on the product.

Dutch Leonard suggested that the DEM team should specify only services to be provided by the automated campground reservation system and make the vendor responsible for delivering the most appropriate technology. DEM should maintain focus on its areas of expertise: the features required to make the system most useful to DEM and most user-friendly to DEM clients. A vendor would have both the incentive and the expertise to provide the best technology at a low cost, and would be better equipped to find the "technology solution" than DEM or the Commission.

The source of funds for DEM technology infrastructure needs was discussed. Secretary Baker asked Peter Webber to consider whether the $7-10 million in campground upgrade funds recently appropriated could be used to fund this component of the project. In addition, Secretary Baker said he would be supportive of a fee structure that covered the costs of the reservation system. Secretary Baker then reiterated Mr. Leonard's comments that DEM should specify services to be provided and allow a vendor to determine and provide the technology.

General Commission members were asked to identify which projects they would work on. The table below summarizes these decisions.

Project	**Interested Commission Members**
Virtual Visitor Center/ Electronic Campground Reservation System	Dutch Leonard Larry Williams
Templeton Land Management	Christine McLaughlin Beth Reiland Jane Wheeler
Public Awareness/Employment Program	Beth Reiland James Robinson
Electronic Benefit Transfer for Family Support Services	Allan Cohen Dutch Leonard Christine McLaughlin

Secretary Baker commented that everyone seemed to be on the right track and budgets were reasonable with proposed changes (the PSA project should seek contributed resources, the campground reservation system should use campground upgrade funds). Project drivers were charged with preparing final draft workplans for inclusion in the Commission's report to the Legislature. It was announced that final workplans would be

due to Rosemarie Day by January 30, 1998. Secretary Baker recommended that the Commission should not meet as a group in January as scheduled so Commission members could instead focus on work with their teams.

Secretary Baker closed the meeting by stating the next Commission meeting will be:

Friday, February 13, 1998
10:45 a.m. to 12:30 p.m.
One Ashburton Place, 21st floor
Boston, MA 02108

Secretary Baker thanked the group for their participation and hard work and adjourned the meeting at 12:30 p.m.

GENERAL APPROPRIATION ACT FOR FISCAL YEAR 1998
CHAPTER 43 ACTS OF 1997

SECTION 2

1100-1101 For the Implementation of the Massachusetts performance enhancement program pursuant to section 224.....$200,000

SECTION 224. (a) Notwithstanding the provisions of any general or special law to the contrary, there is hereby established the Massachusetts performance enhancement program, which shall provide the opportunity for designated agencies to improve their management systems and enhance their performance by streamlining services, reducing paperwork, analyzing and reviewing their policies and procedures including, but not limited to, fiscal management, human resources, procurement, customer services, technology and facilities operation and maintenance.

(b) Said program shall be implemented by a commission, which shall be jointly chaired by the secretary of administration and finance and the comptroller. There shall be seven additional members of the commission who shall be appointed by the governor. Said members shall include a representative from business and industry, to be sleeted from three nominees provided by the Massachusetts business roundtable; a representative from organized labor, to be selected from three nominees provided by the Massachusetts State labor Council, AFL-CIO; the chairperson of the Massachusetts Taxpayers Foundation or his designee; a faculty member from a graduate school of public administration or public management at an institution of higher education located in the commonwealth; and three other members appointed by the governor, after consultation with the secretary of administration and finance and the comptroller. The department of mental retardation and the department of environmental management shall serve as what are hereinafter collectively referred to as the designated agencies.

(c) In evaluating each designated agency, the commission shall work with a team of no fewer than six and no more than ten employees from said agency, which shall include an equal number of management employees and nonsupervisory, nonmanagement employees. The management employee members of each designated agency team shall be selected by the administrative head of the designated agency on or before September 1, 1997. the nonsupervisory, nonmanagement employee members shall be selected either by a vote of the nonsupervisory, nonmanagement employees in the designated agency on or before August 31, 1997 or, if no such selection is made by said date, then by the joint chairpersons of the commission on September 1, 1997. Three members of the commission shall serve on each relevant designated agency team. Each team shall evaluate each designated agency with respect to effectiveness of management policies and practices used by the agency, the efficiency with which said agency operates the programs and provides services under its jurisdiction and fulfills the duties assigned to it

by law, and the level of satisfaction of the customers or clients of said agency in order to identify specific projects that will improve said designated agency's performance. Said agency teams may hire a consultant to help them achieve their goals and objectives. Each designated agency shall also provide necessary assistance to its agency team and the commission for the performance of said duties.

(d) Each designated agency team shall submit to the commission for approval a preliminary work plan that includes a spending plan, program design, and specific project proposals on or before October 1, 1997. No funds appropriated for use by said commission shall be allocated to the designated agency teams until such time as said work plan has been submitted and approved by said commission.

(e) The commission, in consultation with the designated agency team, shall, on or before January 1, 1998, submit to the house and senate committees on ways and means and the joint committee on state administration an interim report and tentative recommendations, and shall, on or before June 30, 1998, submit to said committees a final report concerning each designated agency. The interim and final reports shall analyze, provide recommendations and implementation plans concerning methods for maximizing or improving management policies and practices, customer or client service and efficiency, and generating cost savings. Said reports shall also demonstrate the results of any ongoing or completed projects undertaken by said teams or the full commission. Any cost savings realized by an agency through implementation of said performance enhancement program shall be placed in a retained revenue account held by said agency for one-time expenditures.